
PRESIDENT'S REPORT

JULY 1, 2019 — MAY 15, 2024

LEGACY





TABLE OF CONTENTS

Introduction	4
Embracing Change	6
Integration and Innovation	14
Social Accountability & Excellence	20
Impact	28
The Last Word	30
President's Reports	32
Awards and Recognition	34

EDITORIAL TEAM

Dr. Sarita Verma, President, Vice-Chancellor, Dean, and CEO
Joanne Musico, Associate Vice President, External Relations
Danielle Barbeau-Rodrigue, Director, Francophone Affairs
Kimberley Larkin, Manager, Marketing Communications
Jessica Pope, Manager, Public Affairs and Government Relations
Caroline Cox, External Relations Officer
Jason Lind, Brand and Digital Strategist
Tara Hawkes, Graphic Designer and Social Media Coordinator
Alexandra Poling, Marketing Communications Officer
Dr. Peter Istvan, Phase 2 Director, Assistant Professor and Photographer

NOSM University's External Relations team is the recipient of many national and international awards. Most recently, they received two Awards of Merit from the International Association of Business Communicators (IABC) for ***The Future Will See You Now.***

INTRODUCTION

“Our fingerprints don’t fade from the lives we’ve touched.”

Will Feters



Few worthwhile journeys in life unfold with the predictability of a well-worn map. For me, the past five years at NOSM University have been a testament to this. When I first put my finger on the map of Northern Ontario in July 2019, I had no idea what it would unlock: a whirlwind adventure marked by unexpected turns, unforeseen challenges, and moments of exhilarating triumph from which a remarkable pattern would emerge. Much like the unique whorls and ridges that form a fingerprint, everyone on this journey has left an indelible mark on NOSM University—and on me. I hope I have had the same effect on the people and places I have encountered in the last five years.

All who have had a hand in building our success during my tenure are to be commended. We set out to transform health human resource planning, advance social accountability, innovate health professions education, and strengthen research capacity in Northern Ontario and every one of you rose to The NOSM University Challenge. To NOSM University’s Board of Governors, the Senate, faculty, and staff, congratulations and thank you. From a global pandemic to becoming a university, and from news of our expansion to achieving financial sustainability, our team has navigated the peaks and valleys of change with agility and purpose.

Each of you, with your distinct strengths, experiences, and perspectives, has contributed a unique element to our grand design, and to our success. Without your unwavering commitment to continuous improvement and innovation, we would not have pushed forward in our mission nor achieved our status as Canada’s only independent medical university. Following in the footsteps of my predecessor who was on the stage for 17 years, I was always aware of his legacy and the driving forces propelling us towards a more certain and sustainable future. As we approach the celebration of our 20th anniversary, take a moment to ask yourselves: what remains unchanged since 2005? Not much. Medicine, technology, and life itself have evolved rapidly

In the spirit of **Truth and Reconciliation**, NOSM University respectfully acknowledges that our pan-Northern campus is on the homelands of First Nations Peoples.

The university buildings we occupy in Greater Sudbury and Thunder Bay are located on the territory of the Anishinabek Nation, specifically Atikameksheng and Wahnapiitae First Nations and Fort William First Nation.

Beyond a land acknowledgement, we understand that reconciliation is a practice.

We gratefully acknowledge the Elders and Knowledge Keepers who share their gifts and teachings with us so that we may better understand and honour their wisdom, and that of all of the traditional keepers of this land.

NOSM University will continue to practice reconciliation by listening, learning and fostering a culture of mutual respect and trust.

and so too has NOSM, transitional to NOSM University. Yet we have kept what is important—our values and commitment to our origins.

Fingerprints are a signature. They are with us from the beginning and though we grow, they do not change. At NOSM University, though we are growing and changing, our mission has always been the same. By working with government, academic, community, hospital, and philanthropic partners—among many others—we are successfully researching, advocating for, and improving access to quality health care. Thanks to the support of eager Northern Ontario communities, Local NOSM Groups (LNGs), Local Education Groups (LEGs), Site Administrative Coordinators (SACs), Site Liaison Clinicians (SLCs), Local Community Coordinators (LCCs), Northern Ontario Academic Medicine Association (NOAMA), clinicians and many other partners, we send our learners across the North, integrated into community. Together, we are helping people achieve better access to safe and contemporary health care.

Just as a fingerprint identifies an individual, it also signifies a sense of belonging and a connection to a larger community—indeed, to humanity itself. From the beginning, we have understood that success cannot be achieved in isolation. Our core tenets of good citizenship and social accountability have been paramount, and fostering genuine relationships with those we serve has enriched our programs and our lives. To Indigenous and Francophone community partners: we are deeply privileged to learn from you. I have learned a great deal in my time here, including the Anishinaabe lessons of the Seven Grandfather Teachings. Love, truth, wisdom, humility, respect, courage, and honesty: these are values to which we can all aspire, and by which we can continue to affect profound change in the North.

When I first arrived at NOSM five years ago, I was struck by the warmth and resilience of this close-knit community. Together, we have overcome challenges, celebrated successes, and worked tirelessly to advance our shared mission of excellence in medical education, research, and health-care delivery. As I say goodbye to NOSM University, I do so with a profound sense of gratitude for the experiences we have shared and the bonds we have formed. While I may be leaving this institution, I know that the spirit of NOSM University will always be a part of who I am, guiding me in all my future endeavors.

To NOSM University faculty, learners, alumni, and staff: your fingerprints touch everything we do. Thank you for your inspiring determination, resilience, empathy, and light. You are at the heart of this institution; may your footprints lead you to greatness.

This special report—as much a photo essay as anything else—will likely be my last with NOSM University as President, Vice-Chancellor, Dean, and CEO. Know that each of you has left a permanent impression on me, and I'm so proud that through you, a legacy of striving for health equity in Northern Ontario will continue for generations to come. Thank you, from the bottom of my heart, for everything. Your fingerprint is emblazoned on me for life.

Thank you, merci, miigwetch,



Dr. Sarita Verma

President, Vice-Chancellor, Dean, and CEO
NOSM University



EMBRACING CHANGE

LEAVING OUR MARK, SHAPING OUR JOURNEY.

In NOSM University's dynamic environment, change isn't merely a possibility, but an assured reality. It resembles the steady cadence of a heartbeat, resonating throughout our campus and molding our collective journey. When I joined NOSM in 2019, I introduced the concept of a 'grand convergence'—four overarching strategies aimed at aligning Northern Ontario's health systems with societal needs, fostering sustainability, and achieving equitable access to health care. At the time, I wrote:

"The economic, scholarly and value proposition of NOSM's collective strength calls for a 'grand convergence,' together with the social calculus that measures the value of health to individuals and societies. The aim of the 'grand convergence' is to ensure that the Northern Ontario health institutions are aligned with societal need and become sustainable, high-performing, and equitable health systems."

The four strategies were about building a Catalytic Research Network: An Innovation Education Pipeline, a Northern Index for Health, and a 'Dream Team'. By all measures, in one way or another I feel satisfied with the progress made across these fronts, despite the challenges posed by the pandemic and financial constraints. We have attained financial sustainability and enhanced our institution's brand and reputation to an internationally recognized level for its leadership and social accountability.

One of my greatest joys was to assemble the NOSM University 'Dream Team' recognizing that exceptional leadership requires exceptional talent. This initiative focused on recruiting and retaining a high-functioning executive team, ensuring financial stability through strategic fundraising, and cultivating a nimble and creative group of senior managers and advisors who deliver substantial returns on investment. With careful selection and strategic alignment, these senior leaders became a cohesive force, ready to tackle challenges and lead the organization to new heights of achievement.

In November 2020, this team spearheaded a transformative journey, ushering in a new strategic plan that prioritizes innovation, discovery, and academic and clinical excellence while upholding our commitment to diversity, inclusion, and integrity. Despite the challenges brought forth by the pandemic, our team rose to the occasion, embracing new opportunities in remote learning, highlighting the adaptability of our faculty and learners. On February 1, 2021, Laurentian University declared insolvency and filed for protection under the *Companies' Creditor Arrangement Act* (CCAA), significantly impacting NOSM. This event prompted our transition to NOSM University, marking a monumental shift.



While we have attained university status, our evolution into Canada's only independent medical university is ongoing. Alongside this change, our expansion efforts have been historic, increasing steadily from 64 medical students to 108, and 60 residency spots to 123 by 2028. While expansion poses its own set of anxieties, there is no doubt that new models of education, new curricula, new sites, and new faculty are going to contribute to our success.

My leadership style has been one of collaboration, respect, and clear honest communication in building this culture of teams. As a collaborative leader, I encouraged self-reflection, motivated people in finding a higher purpose in their work and be a catalyst for empowerment.

I have convened hundreds of internal and external conversations that allowed us to shape our destiny in a way that manifests appreciation of our most sacred ideals: mutual respect, openness, and transparency.

As we emerge from this transformative period, our mission of delivering exceptional health education and research in the service of Northern Ontario remains paramount. The collective brilliance of our team, serving as the brain trust for NOSM University, has been evident as individuals have risen to leadership roles, showcased their adaptability, and contributed distinctively to our University's identity, leaving our mark, and shaping our journey.



JULY 2019

NOSM officially welcomed Dr. Sarita Verma to the position of Dean, President, and CEO. A lawyer, diplomat in Canada's foreign service, and physician, Dr. Verma set her sights high: "I am deeply committed to serving the people of Northern Ontario, to leading innovation in clinical education and research, and building the next generation of Northern physicians and leaders for Ontario." Dr. Verma would leave an indelible print on NOSM and its transformation into NOSM University.



Dr. Sarita Verma
Dean, President and CEO of the
Northern Ontario School of Medicine

President, Vice Chancellor, Dean
and CEO, NOSM University



Dr. Janice Willett
Associate Dean,
Faculty Affairs

Dr. Harshad Telang
Associate Dean,
Faculty Affairs



Dr. Catherine Cervin
Senior Associate Dean,
Laurentian University

Dr. Céline Larivière
Provost and Vice President Academic



Dr. William McCready
Special Advisor and Senior
Associate Dean

Dr. Owen Prowse
Vice President, Clinical
Partnerships and Hospital
Relations



Dr. Penny Moody-Corbett
Associate Dean, Research

Dr. David Marsh
Associate Dean, Research, Innovation
and International Relations

Vice President, Research and
Graduate Studies



Dr. James Goertzen
Associate Dean, Continuing
Education and Professional
Development

Dr. Tara Baron
Associate Dean, Continuing
Education and Professional
Development



Dr. Brian Ross
Interim Associate Dean,
Undergraduate Medical Education

Associate Dean, Undergraduate
Medical Education

Dr. Lee Toner
Associate Dean, Undergraduate
Medical Education



Ray Hunt
Chief Operating Officer

Vice President,
Administration
and Chief Operating
Officer

FEBRUARY 2020

With an eye to the future, NOSM announced a strategic series of new leadership positions, beginning with a **decadal leadership** team who would make their marks on various aspects of the School's programs, research, and community engagement.

NOSM University Dream Team

- **Board of Governors**
- **Senate**
- Cabinet
- **Executive Group (EG)**

- Management Steering Group (MSG): 21 individuals, comprising of Senior Directors, Directors, Administrative Directors, Registrar, an EG Representative and the Chair of Management Group
- Management Group (MG): 61 individuals, which includes all Senior Directors, Directors and Administrative Directors, Registrar, Assistant Deans, Managers, Project Managers, HR Consultants, Division Heads and EG



Dr. Sarah Newbery
Associate Dean,
Physician Workforce Strategy



Dr. Joseph LeBlanc
Associate Dean,
Equity & Inclusion



Lance Dyll
Associate Vice President,
Finance and Administration



Joanne Musico
Associate Vice President,
External Relations

EXECUTIVE GROUP

2019, 2020, 2024

BY THE NUMBERS

Learners *(As of June 2023)*

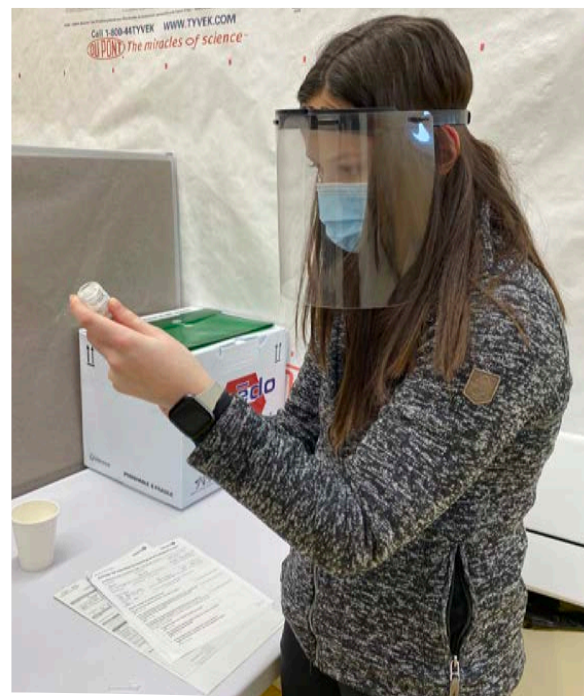
- NOSM University has graduated 902 MDs —73 are Indigenous and 179 are Francophone.
 - More than half of these physicians have stayed in Northern Ontario.
- On average, 52.67 per cent of NOSM MD grads select Family Medicine as their first choice for residency, compared with 38.20 per cent for all Canadian applicants.
- Across all residency programs, 827 physicians have completed training.
- Sixteen classes of dietetic students have graduated, comprising 197 Registered Dietitians. Notably, 100 per cent of the 2022 graduates are practising in Northern Ontario.

Faculty *(As of May 2024)*

- 1,909 faculty members
 - 1,807 in the Clinical Sciences Division
 - 49 in the Human Sciences Division
 - 53 in the Medical Sciences Division

Employees *(As of May 2024)*

- Total: 287
 - Staff: 266
 - Full-time faculty: 21
 - 157 in Sudbury
 - 130 in Thunder Bay

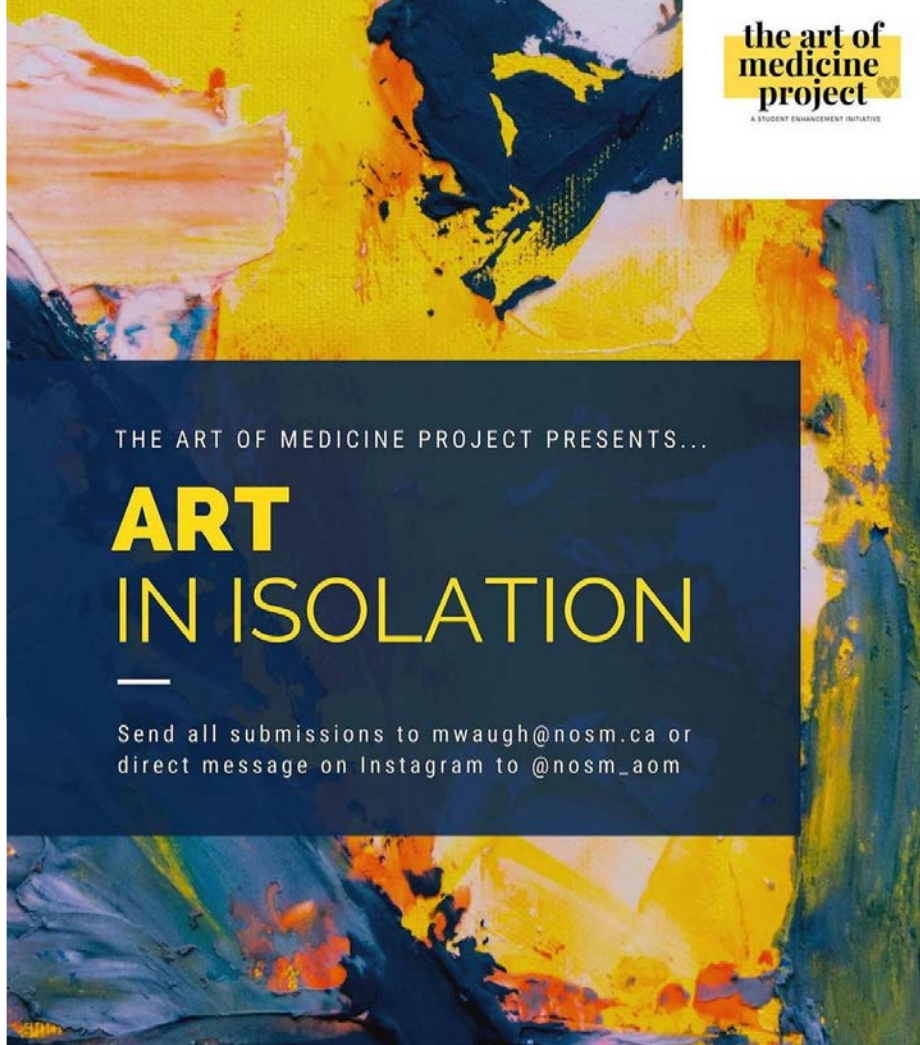


MARCH 2020

As it did over most everything, the global COVID-19 pandemic suddenly cast a long shadow over NOSM. Uncertainty clouded operations, with lockdowns disrupting routines and in-person learning. NOSM rose to the challenge, transforming its curriculum delivery and fostering a spirit of community, adaptability, and resilience in the face of unprecedented circumstances.

NOVEMBER 2020

After extensive community consultation, NOSM launched ***The NOSM Challenge***, the ambitious five-year strategic plan that would guide the next steps in our organization's journey. The plan—with a focus on transforming human health resource planning, advancing social accountability, innovating health professions education, and strengthening research capacity within Northern Ontario—emphasizes the need to train future physicians equipped for the realities of Northern Ontario in a changing world.



THE ART OF MEDICINE PROJECT PRESENTS...

ART IN ISOLATION

Send all submissions to mwaugh@nosm.ca or
direct message on Instagram to [@nosm_aom](https://www.instagram.com/nosm_aom)



The Art of Medicine Project presents...

PEOPLE OF NORTHERN ONTARIO

An online photo series building unity through stories of
resilience during the COVID-19 pandemic within
Northern Ontario





FEBRUARY 2021

The financial insolvency crisis that engulfed Laurentian University in 2021 threw NOSM into a period of uncertainty. Though a separate legal entity, NOSM relied on Laurentian for administrative and financial services, which left operations at risk.

SUMMER 2021

It is only fitting that Northern Ontario communities leave their mark on NOSM, too. There is no true collaboration without listening and learning. In 2021 and 2023, Dr. Sarita Verma and members of the leadership team embarked on tours of communities throughout our region to consult widely about our role in the communities, leadership recruitment, and future changes and opportunities. These discussions were about maintaining strong lines of communication, keeping transparency and honesty at the forefront.

- Dr. Sarita Verma chronicled her travels across NOSM University's campus of Northern Ontario in her blog, *Northern Routes*.

APRIL 2022

Following the sudden insolvency of Laurentian University, NOSM was transformed by provincial legislation into NOSM University, marking a historic moment: **NOSM became Canada's first, and only, independent medical university.** Dr. Verma hailed this as a pivotal moment for both the institution and Northern Ontario's health-care landscape.

NOSM University's inaugural Senate convened. Led by **Provost** Dr. Céline Larivière, this group created the blueprint for the University's academic governance.

NOVEMBER 2022

Dr. Cindy Blackstock, distinguished Indigenous children's rights activist, was appointed **inaugural Chancellor** of NOSM University. Known for her tireless dedication to social justice, Dr. Blackstock's leadership remains an ideal fit for Canada's first independent medical university, with who she shares a commitment to social accountability.



JANUARY 2023

NOSM University's first Board of Governors began its work, bringing together a diverse group of leaders. With representatives from health care, education, and communities across Northern Ontario, these unique members each form a part of the imprint the Board will leave as they work together to provide strong governance and strategic direction for the newly established University.

MAY 2023

Faculty are the lifeblood of NOSM University and help to form our unique identity. One faculty member who has left a distinct mark on NOSM University—Dr. Catherine Cervin—gained the distinction of becoming its **first Professor Emerita**. This title honours Dr. Cervin's exceptional contributions to medical education and research in Northern Ontario.

JULY 2023

Becoming a university set the stage for both new and transformed relationships. We struck new research agreements with **Laurentian University** and **Lakehead University**. In July 2023, a **collaboration agreement** was signed with Algoma University's Sault Ste. Marie campus to collaborate on the establishment of a Mental Health and Addictions Research and Training Institute.



MARCH 2022 / APRIL 2023

The Government of Ontario announced that NOSM University will undergo a **transformational expansion** to help address the critical shortage of physicians in Northern Ontario. Through a phased approach, NOSM University is expected to nearly double the MD program capacity to 108 seats and increase postgraduate positions from 60 to 123 by 2028. With this expansion, NOSM University is poised to make an even more substantial impact on health equity in the region.

APRIL 2024

NOSM University is charting a course for a bright financial future. As a government strategy, we have repeatedly demonstrated an unparalleled return on investment as we deliver on our mandate to improve access to health care for the people of Northern Ontario. Recent landmark partnerships and philanthropic investments.



ONGOING

The NOSM University community leaves their mark on our institution. The **Indigenous Reference Group** ensures Indigenous voices are heard in leadership, research, and academics. Meanwhile, the **Francophone Reference Group's** important work bridges the gap between the University and Franco-Ontarian communities.

NOSM University's leadership groups embody diverse expertise and dedication, guiding our institution with visionary insight and unwavering commitment. Through collaborative efforts and strategic foresight, they steer our university towards excellence in health education and research, driving positive change for Northern Ontario and beyond.

Bolstered by the unwavering support and contributions of our dedicated staff, esteemed faculty, enthusiastic learners, passionate alumni, generous donors, and valued friends, leaders at NOSM University pushing the boundaries of what is possible in health education and research. Everyone plays a pivotal role in shaping the future of NOSM University and leaving a positive mark on its legacy. Their contributions, whether through mentorship, philanthropy, advocacy, or innovation, form the foundation of our institution. Together, we are forging a path towards a brighter future for Northern Ontario through Determination, Resourcefulness, Efficiency, Adaptability and Motivation—the Dream Team.



INTEGRATION AND INNOVATION

NOSM University is deeply committed to driving integration and innovation to maximize its impact in Northern Ontario. In the past five years, integrated partnerships have formed a dynamic ecosystem that fosters innovation, enhances health-care delivery, strengthens Northern Ontario's position as a hub for research advancement, and promotes health equity. Advocacy and social accountability are woven within my personal and professional values, and I have shown a commitment to justice, diversity and intercultural equity that have matured in my journey as a lawyer, doctor, and woman of a visible minority background.

Taking on the mission as Canada's first stand-alone medical university presents a significant opportunity for the North, with enthusiastic engagement from the community to help NOSM University fulfill its true potential as an integrative leader in innovation. During three extensive tours across Northern Ontario, we have cultivated invaluable partnerships and collaborations. Through interactions with leaders, physician teachers, resident doctors, medical students, alumni, community-based researchers, Indigenous and Francophone leaders and so many more amazing people who work on the frontline every day, we are harnessing the collective wisdom and expertise of Northern Ontario to shape the future of our region's health care.

Our distributed, community-engaged learning model comprises partnerships with more than **500 organizations** across 90+ communities and engages

more than 1,900 faculty members dispersed throughout Northern Ontario. In the realm of research, NOSM University leverages integrated partnerships to drive innovation and advance healthcare in the North. Through the Northern Ontario Health Innovation Cluster, a consortium of research partners, the university harnesses collective strengths to facilitate the seamless exchange of ideas and resources, furthering its mission in service to Northern Ontario's future. NOSM University prioritizes research that directly addresses local needs and aims to make a meaningful impact both within and beyond the region.

On July 1, 2021, NOSM University established the Centre for Social Accountability, known as the Dr. Gilles Arcand Centre for Health Equity—a multidisciplinary Centre dedicated to the improvement of health and wellness in Northern Ontario. Through policy leadership and advocacy, research and innovation, and education that better aligns medical training with community needs, the Centre is becoming a frontrunner in the improvement of sustainable equity, access, and population health outcomes. The national and international relevance of the Centre's work will become recognized as its results are dispersed among practitioners, policy makers, and advocates in similarly challenged jurisdictions.

TION

Additionally, NOSM University is dedicated to enhancing its curriculum to address northern health disparities by incorporating emerging technologies such as climate change, virtual care, and artificial intelligence. Through these integrated partnerships across communities, research institutions and educational programs, NOSM University strengthens its commitment to health equity and advances the well-being of Northern Ontarians.



Dean's Lecture Series

RACISM IN MEDICINE

Shining a Light on Racism Experienced by Health-care Providers and Trainees

Wednesday, March 31, 2021 | 5:00 - 8:00 p.m.







Dr. Aisha Lafontaine is an Indigenous physician born and raised in Southern Saskatchewan. She is a co-architect of the first Indigenous-led practice in Grand Prairie, AB, and the first Indigenous-led practice in the Canadian Medical Association (CMA). Through her writing, patient encounters and lived experiences, Lafontaine advocates across Canada on the role bias, discrimination and racism have on patient care and why addressing these issues is at the core of improving the health of First Nations, Métis and Inuit Peoples.

Dr. Doris Mitchell, an Indigenous physician from Brantford, Ontario, has dedicated her entire professional career to health, healing and wellness of the Indigenous peoples of Canada. Providing a greater understanding of the impact of colonization on the individual, family, community and society is her advocacy work and as a rural family physician.

Dr. Gigi Oiler is a physician and Assistant Professor in the Department of Obstetrics, Gynecology and Neonatal Surgery at the University of Manitoba. She is a dedicated advocate for equity and diversity, physician wellness, global health, and ethical care.

Dr. Amy Tan is a second generation Chinese Canadian. She is a Palliative Care and Family Physician in Victoria, BC. She is the Medical Director for Mount Hope and Family at the Division of Palliative Care, is an Adjunct Associate Professor, President of the Order of Family Medicine, University of Calgary and has been a medical educator for more than 15 years.

Dr. Kema Williams is a female pathologist and current practicing at the Northwestern General Pathology Unit in Sudbury. She is both Cree and Métis, and the current First Nations Liaison for the Ontario Forensic Pathology Service. Dr. Williams also serves as the Laboratory Medical Director for Health Sciences North.

In today's climate, it is necessary to bring the conversation of racial injustice to NOSM in the context of Northern Ontario. This discussion will provide learners, staff, and faculty with practical ways of combating/coping with discrimination within the learning and working environment. Additionally, we will discuss how each of us can become advocates for those experiencing discrimination and how to become their allies within our learning and working environment.

Moderator: Dr. Sarita Verma, NOSM Dean, President and CEO
Panelists: Dr. Aisha Lafontaine, Dr. Doris Mitchell, Dr. Gigi Oiler, Dr. Amy Tan, and Dr. Kema Williams
Student Leaders: Jordine MacIntyre, Brenna Raynoff, Tanika Hamel, Nadia Hammoudeh, Daseel Shriv, and Madeline Nolan

ALL NOSM LEARNERS, STAFF AND FACULTY WELCOME
 Join **WebEx meeting**
 Join by phone: 1-855-699-3239 (Local Toll Free)
 Access Code: 185 635 608 8 | Meeting password: KhaERaTc397

 @thenosm
 #RespectTheDifference

 **Respect the Difference.**

 **NOSM UNIVERSITY**

 Northern Ontario School of Medicine
 2200 Hwy 104 East
 Sudbury, ON P3A 2G4
 T: 705.526.2121
 F: 705.526.2122

DEAN'S LECTURE SERIES

Environmental Accountability and Sustainability in Medicine and Medical Education






DR. JOSEPH LEBLANC **DR. JOE VIPOND** **DR. COURTNEY HOWARD** **DR. MELISSA LEM**

PRESIDENT'S LECTURE SERIES

Choosing Wisely: Demystifying the Residency Match

January 18 6 - 9 p.m.





Dr. Kaylyn Purdy **Dr. Pierre Plamondon** **John Gallinger**
 CEO CaRMS









Dr. Victoria Turnbull **Dr. Shyanne Fournier**


 **NOSM UNIVERSITY**

PRESIDENT'S LECTURE SERIES

Reviving the Heart of Health Care: The Joy of Practising Family Medicine

Dr. Sarita Verma **Dr. Aisha Lafontaine** **Dr. Doris Mitchell** **Dr. Gigi Oiler** **Dr. Amy Tan**

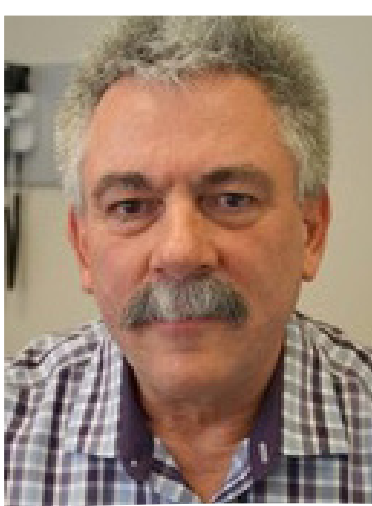
 **NOSM UNIVERSITY**

SEPTEMBER 2020

NOSM launched the **Respect the Difference** movement, urging high schools, communities, medical schools, and the greater health-care sector to join. This initiative connects us to a larger community and aims to create a culture of kindness, respect, inclusivity, and diversity through policy changes and educational programs.

FEBRUARY 2021

Placing innovation at the forefront, Dr. Verma and NOSM medical students created the Dean's Lecture Series—now called the President's Lecture Series. The popular lectures aim to facilitate discussions among learners, faculty, and colleagues about important topics in health care.



SEPTEMBER 2022

NOSM University researchers and the Life Sciences Laboratory at SNOLAB partnered with NASA Ames Research Center **to study the effects of space cosmic radiation on genetic material** with a two-year \$150,000 grant from the Canadian Space Agency.

NOSM University's new Francophone Curricular Initiative offers medical students the option to study in French. Launched as a pilot initiative, the first cohort saw 90 per cent of first-year Francophone medical students participate. By supporting the right to receive health care in French, this initiative strives to improve health equity, which is vital to the blueprint of NOSM University.

In response to the lack of addiction treatment options in Northern Ontario, NOSM University launched a one-year Addiction Medicine Enhanced Skills Residency Program. Dr. Mike Franklyn, a seasoned physician with a passion for advocating for vulnerable people and experience in primary care, addictions, and mental health, leads the program.

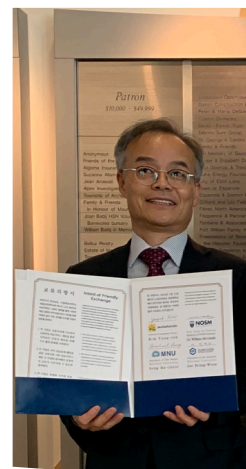
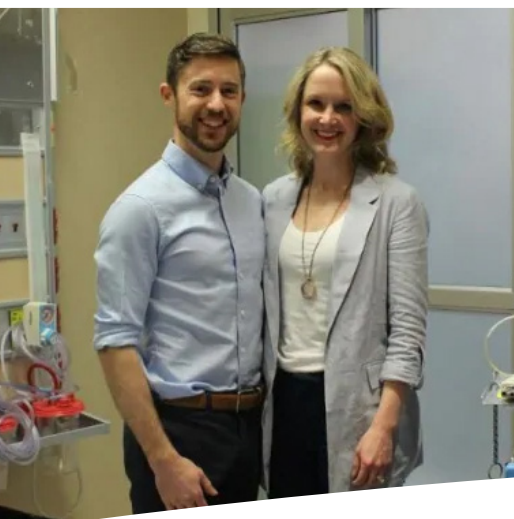
JUNE 2023

Millions of Canadians were introduced to NOSM University in a feature on **CBC's The National**. Journalist David Common explored the shortage of family doctors nationally and examines why the NOSM University model works. Unlike traditional medical programs, NOSM University integrates Indigenous health, Francophone health, and an emphasis on family medicine into the curriculum, aiming to graduate culturally competent graduates who are comfortable working in rural and remote settings.

AUGUST 2023

An **ongoing initiative** led by NOSM University's Centre for Social Accountability (CFSa) with the Northwestern Ontario Health Teams (OHTs) is working to fill a major health human resources gap.

The OHT Impact Fellowship Program matches Ontario Health Teams with researchers who conduct data analysis.



OCTOBER 2023

Dr. Robert Ohle was appointed **Heart and Stroke Foundation/NOSM University Chair in Indigenous and Rural Health Research**. His mandate is to advance research on cardio- and cerebrovascular disease with Indigenous and rural communities, and consult and collaborate with Indigenous elders and leaders, health systems managers, government officials, and the public to better understand the challenges faced in these communities.

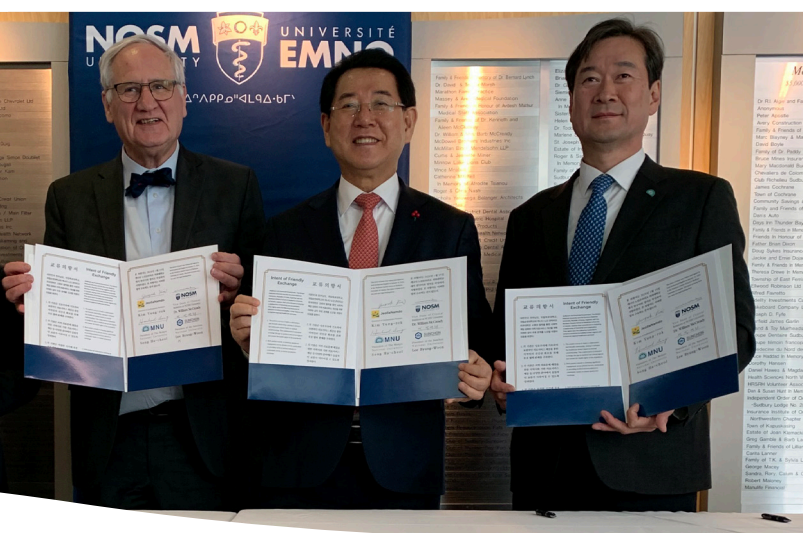
NOSM University prioritizes partnerships in research to achieve lasting improvements in health care. Working with communities and health-care providers ensures research addresses real-world issues and improves patient outcomes. This 'partnership research' approach leads to more reliable findings and better experiences for both patients and health-care workers.

DECEMBER 2023

A significant heart health breakthrough was made thanks to new research by NOSM University Associate Professor and Health Sciences North Cardiologist Dr. Andreas Kumar and a team of Canadian and American experts. As a result of the research, a **new classification** divides patients into four categories based on the severity of tissue injury—an innovation that was not previously possible.

JANUARY 2024

NOSM University hosted a team of 17 South Korean delegates who are working to establish a new medical school to improve rural health care in Jeollanamdo province. Universities including Cape Breton University, Toronto Metropolitan University, Simon Fraser University, York University, and the University of Prince Edward Island have also met with NOSM University to learn from our many successes.



FEBRUARY 2024

NOSM University is transforming the conversation around Family Medicine. More than half of NOSM University graduates (55 per cent in 2024) choose this commendable path, higher than the national average. By actively promoting Family Medicine through events—like the fifth annual President’s Lecture Series, titled ***The Joy of Practising Family Medicine***—and highlighting the rewards of the discipline. NOSM University offers strong leadership and role models for future family doctors.

APRIL 2024

Newly minted as an independent university, NOSM University has undertaken a concerted effort to build relationships with all levels of government. with government. Led by Dr. Sarita Verma, the NOSM University team has been working closely with municipal governments in the North to inform decision-makers of our achievements and the value of continued investment. Key affiliations include the Council of Ontario Universities, the Council of Ontario Faculties of Medicine, and the Association of Faculties of Medicine of Canada.

ONGOING

Wellness for learners, faculty, and staff is a priority for NOSM University. In the past five years, new resources have been launched to support wellness for all members of the NOSM University community, including the new **Virtual Health and Wellness Hub**.

Anti-racism must start with a **culture change**. Led by the Associate Dean of Equity and Inclusion, an anti-racism strategy was developed, focused on dismantling systemic racism within medical education. This includes reviewing institutional policies and practices, fostering cultural competency among students, and building strong relationships with Indigenous communities. The commitment to anti-racism begins at admissions to help create an environment where everyone is respected and supported.

In building a **culture of respect** and inclusion at NOSM University, Dr. Sarita Verma shared that “we will advocate for intrapersonal, interpersonal, institutional, and systemic mechanisms that organize the distribution of power and resources differently across lines of race, gender, class, sexual orientation, gender expression, and other dimensions of individual and group identity.”

SOCIAL ACCOUNTABILITY CITIZENSHIP &

At NOSM University, we hold social accountability, citizenship, and excellence as fundamental principles guiding our actions. These principles drive our commitment to responsible admissions processes, global partnerships, and impactful programs. By upholding rigorous standards while meeting community needs, we cultivate engaged citizenship and strive for excellence in societal service.

By instilling a sense of collective responsibility and empowerment among our learners, faculty, and staff, we make a meaningful and lasting impact on the health and well-being of Northern Ontarians. We strive to address systemic inequities and promote social justice in health care. The unwavering support of Northern Ontario communities has been pivotal in advancing NOSM University's social accountability mandate. From the beginning, these communities have actively shaped our programs to align closely with local priorities.

Our sustainability and confidence in securing funding for financial stability is due in large part to the dedicated support from communities, associations, and partners, notably the Federation of Northern Ontario Municipalities (FONOM) and the Northwestern Ontario Municipal Association (NOMA). Despite the rocky roads in 2021-2023, we have maintained solid collaborative relationships with Lakehead University, Laurentian University, Health Sciences North, Health Sciences North Research Institute, Thunder Bay Regional Health Sciences Centre, Thunder Bay Regional Research

Institute, and the Northern Hospital Teaching Council. I have especially appreciated the support of the Indigenous Provincial Treaty Organizations (Anishinabek Nation, Nishnawbe Aski Nation (NAN), Grand Council Treaty #3, Métis Nation of Ontario and others) and our Francophone partners such as the Réseau du mieux-être francophone du Nord de l'Ontario.

Philanthropy plays a crucial role in fostering citizenship by promoting social responsibility, community engagement, and collective action. Through strategic fundraising, I am incredibly proud to report that we have reached our goal in raising the first \$50M for NOSM University's student endowment fund. In May 2022, we committed to raising \$50 million to reduce the financial burden on our students. NOSM University students graduate with twice the debt of students at other medical schools in Canada. It is not because we are more expensive: it's because we recruit from the North, for the North, and typically, people in the region do not have access to the same financial and social economic means as students in the south.

We imagine a future in which student debt-loads are alleviated, so that new doctors do not have to decide between a bigger paycheck and a calling to serve the North. All of this starts with investing in NOSM University's students. All of it helps to improve health equity. We extend our heartfelt gratitude to our generous donors whose support has enabled us to achieve this lofty goal in a short period of time.

UNINTERRUPTED, EXCELLENCE

It's truly remarkable to witness the immense pride that our community takes in the achievements of our University. In February 2021, I was humbled to be named as one of the top 30 physician leaders in health care on the **Medical Post's Power List**. The **OMA featured NOSM University** repeatedly for our work in health care and included Northern Ontario for the first time in their prescription for the North. CBC The National featured us in a **landmark story** about our curriculum and social accountability. I was able to speak on Matt Galloway's The Current and Steve Paikin's The Agenda (TVO) and the media took great interest in our work.

We appointed our first Governors, first Senate and our first Chancellor: Dr. Cindy Blackstock. Every one of these milestones played a crucial role in our shared

successes in Northern Ontario. Throughout my time at NOSM University, I have been continually inspired by the innovative spirit and collaborative ethos that permeates every aspect of this institution. From our pioneering distributed medical education model to our ground-breaking research initiatives, NOSM University has consistently pushed the boundaries of what is possible, setting a standard of excellence for medical schools and new universities across the country.

As I prepare to pass the torch to my successor, I do so with the utmost confidence in the future of NOSM University. While my time here may be coming to an end, the legacy of excellence and innovation that we have built together will endure for generations to come.





MAY 2020

Supported by a **\$150,000 grant from CIBC**, NOSM launched an initiative to support Indigenous leadership in health care. The program acknowledges the vital importance of culturally-appropriate care, and through award programs, Indigenous learners are recognized for their leadership and provided with financial aid and mentorship opportunities. Mélanie-Rose Frappier and Alison Lewis, both fourth-year medical students in 2021, were the **inaugural recipients** of the CIBC Indigenous Learner Leadership Awards.

FEBRUARY 2021

NOSM's first of 22 **Operation Remote Immunity** teams, consisting of learners, clinical faculty, and staff joined Ornge, Nishnawbe Aski Nation, and many other partners in the roll out of COVID-19 vaccines to fly-in First Nations communities. They traveled to Wunnumin, Eabamatoong (Fort Hope), Bearskin Lake, Kitchenuhmaykoosib Inninuwig (Big Trout Lake), Deer Lake, Martin Falls, North Spirit Lake and Kingfisher Lake, with the goal of completing all vaccine doses in 31 fly-in communities. The team of 60 were awarded the **Everyday Heroes Award of Excellence** by the Provincial Government.

With a **\$1.2 million donation** to address health-care disparities in the region from Dr. Hugh Robertson, a former Northern Ontario physician, NOSM established a Centre for Social Accountability—now the Dr. Gilles Arcand Centre for Social Accountability—focusing on research, community outreach, and policy advocacy for improved health outcomes in Northern Ontario.



APRIL 2021

The mandate of the Action Committee on Climate Change (ACCC) at NOSM University goes beyond simply addressing the effects of climate change: it aims to integrate planetary health principles into curriculum and research and to equip future health-care professionals with the knowledge and tools they need to advocate for sustainable practices within the health-care system and the broader community. Earth Day Celebrations were hosted live on YouTube in **2023** and **2024**.

OCTOBER 2021

The Ontario Medical Association (OMA) released a plan to address health-care challenges specific to Northern Ontario. Called ***Prescription for Northern Ontario***, the plan aims to **improve access to physicians** and specialists in the region. Proposals include financial incentives to attract and retain doctors in the North, along with funding for telemedicine initiatives and improved infrastructure and resources in Northern hospitals to create a more attractive environment for medical professionals.

NOVEMBER 2021

NOSM University and Science North teamed up to **deliver STEM programs** to Indigenous youth in Northern Ontario ages eight to 18 with a focus on health care. The initiative aims to address isolation and health disparities in Indigenous communities by inspiring future health-care professionals. The initiative is supported by RBC and a \$20,000 donation from the Aubrey and Marla Dan Foundation.

FEBRUARY 2022

The Slight Family Foundation **donated \$1 million** to support BIPOC women medical students at the Northern Ontario School of Medicine. This creates a first-of-its-kind scholarship to support and increase the number of BIPOC women physicians—including transgender and non-binary people—in Northern Ontario and contribute to the overall number of doctors in the region.



FOR 200,000 PEOPLE IN
NORTHERN ONTARIO,
**THIS IS A TRIP
TO SEE THE DOCTOR.**

The people of Northern Ontario—some 800,000—need more than 350 doctors just to fill immediate shortages. The harsh reality is that people in the North live shorter, less healthy lives than people in the south. We all own a piece of this issue.

As Canada's first-ever independent medical university, NOSM University is doing everything it can to help marshal doctors to where they're needed most.

We have a plan. We need your help.

THE FUTURE WILL SEE YOU NOW.

DONATE TODAY. [FUTURE.NOSM.CA](https://future.nosm.ca)



SEPTEMBER 2022

We remain steadfast in our commitment to address the **94 Calls to Action** of the **Truth and Reconciliation Commission (TRC) of Canada**. We are making strides, and our work towards reconciliation continues. To reduce cultural and regional barriers to medical school, NOSM University's admissions reflect the demographics that the health-care system serves in Northern Ontario. Ten years ago, only two per cent of applicants were Indigenous—now doubled to four per cent.

2022-2024

Global health, an emerging initiative at NOSM University, aims to link expertise with inequities in Northern Ontario to similar global contexts across health professional education and research. Partnerships around the globe have the potential to develop learning opportunities, research collaborations, and to share local Northern Ontario expertise with others who live and work in contextually similar environments.

OCTOBER 2022

With a transformational **\$10 million** pledge of matching funds, the FDC Foundation announced it would match donations for student financial aid at NOSM University. The generous investment drives momentum for the burgeoning Student Endowment Fund, which now sits at nearly \$50 million, and will pay dividends to students in need for many years to come.

MAY 2023

We celebrated the achievements of its faculty, learners, and alumni at the inaugural NOSM University Achievement Celebration. Held in Thunder Bay, the awards ceremony is attended by hundreds and recognizes individuals who excel in areas including health care, education, and research across Northern Ontario.

thank you

TO THE
**TEMERTY
FOUNDATION**

FOR THEIR TRANSFORMATIONAL GIFT OF
\$10 MILLION TO NOSM UNIVERSITY!

This donation will support medical students, advance social accountability, and improve health equity in Northern Ontario. In recognition, NOSM University's Centre for Social Accountability will be named the Dr. Gilles Arcand Centre for Health Equity.

We are deeply grateful to the Temerty Foundation for their generosity and vision in supporting this important work. The Dr. Gilles Arcand Centre for Health Equity will remain a leader in the development of strategies that help all people in Northern Ontario live better, healthier lives.

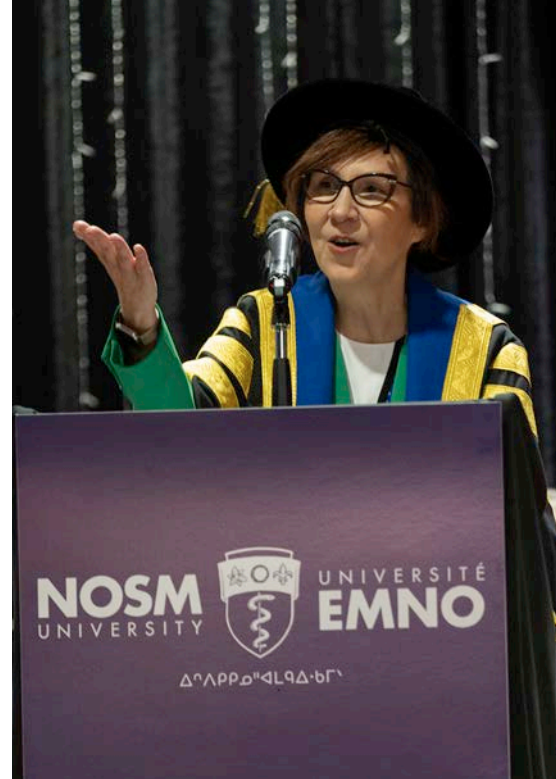
Established in 2021 the Centre was born of an immutable conviction that everyone, regardless of circumstance or geography, deserves the dignity of equal access to health-care practitioners who are culturally competent, understand the realities of living in the rural and remote North, and lead with compassion and integrity.

**NOSM University has a plan.
We need your help.**

Learn more at future.nosm.ca

DR. GILLES ARCAND
CENTRE FOR HEALTH EQUITY

NOSM
UNIVERSITY



MAY / JUNE 2023

In May 2023, NOSM University marked its inaugural convocation ceremonies in Thunder Bay and Sudbury. These significant events commemorated the graduation of the University's inaugural class of medical doctors and the appointment of Indigenous rights advocate Dr. Cindy Blackstock as Chancellor. As these newly minted doctors commence their journey of healing, they vowed their dedication to patient care and forever left their mark as the first cohort to don their white coats as NOSM University graduates.

At its inaugural convocation ceremony, NOSM University's procession was heralded by a powerful and beautiful new ceremonial object called **Nsidwaamjigan**, which means 'it recognizes achievements' in Anishinaabemowin. It signifies a move away from the colonial history of maces and reflects NOSM University's commitment to anti-racism and anti-oppression.

The **Beaded Medallions** were gifted to Dr. Blackstock and Dr. Verma at Shkagamik-Kwe Health Centre in Sudbury. These medallions were beautifully crafted by Ravannah Spade, a member of the Loon Clan and Ojibway, originally from Northwestern Ontario and currently residing in Ottawa.

JUNE 2023

Indigenous Medicine Stories Podcast is a collaboration between AMS Healthcare and Dr. Darrel Manitowabi, the Hannah Chair in the History of Indigenous Health and Indigenous Traditional Medicine at NOSM University. The podcasts aim to educate health professionals and the public about Indigenous healing, highlighting the lived experiences of Indigenous Knowledge holders, healers, and Elders and help professionals who practice Indigenous healing.



JULY 2023

As of July 2023, NOSM University has graduated 16 classes, comprising 197 Registered Dietitians. Notably, 100 per cent of the 2022 graduates are practising in Northern Ontario.

SEPTEMBER 2023

The Temerty Foundation gifted NOSM University **\$10 million**. This visionary donation aims to address two key areas: supporting medical students (\$7M) and promoting health equity in underserved communities (\$3M). Part of the funds are directed towards scholarships and bursaries, easing the financial burden on future doctors. The Centre for Social Accountability became the **Dr. Gilles Arcand Centre for Health Equity**.

At NOSM University, social accountability begins at the front door. All incoming medical students are required to complete Cultural Safety and Active Offer training before their first day of class. This training helps learners to better understand the context within which they will be training and maximize their learning opportunities. It also helps give prospective learners a better grasp of the social accountability mandate that drives everything we do.

Additionally, NOSM University recognizes the need for a diverse health-care field and actively seeks Indigenous and Black students for the MD program. While academic achievement remains paramount, a context score in the admissions process considers social and economic factors that might impact applications. This helps level the playing field for Indigenous and Black students who may have faced disadvantages related to structural racism.



DECEMBER 2023

NOSM University garnered attention through an ad in *The Globe & Mail* asking people to act on health inequity in Northern Ontario by calling attention to the fact that thousands of people—even expectant mothers—must travel great distances by airplane to see a doctor. This plea for equal access to health care promotes a healthier, more just Canada for all.

ONGOING

NOSM University's CampMed is an annual summer program designed to spark interest in health-care careers among high school students from rural and remote areas. It offers students from Northern Ontario and other parts of Canada a chance to explore Indigenous and Francophone cultures in health care, learn about various professions, get hands-on experience, and connect with mentors. CampMed is a successful pathway for students with many past campers going on to study at NOSM University.

NOSM University continues to expand its efforts to support Francophone medical students who will practise in French—as well as support Francophile and Anglophone medical students—in recognising and providing linguistic and culturally sensitive care. These efforts have been recognized with two awards.

IMPACT

Aligned with our social accountability mandate, NOSM University strives to mirror the demographic distribution of Northern Ontario in each undergraduate class. Currently, 92 per cent of all students originate from Northern Ontario, with the remaining 8 per cent hailing from rural and remote regions across Canada. Additionally, 12 per cent of students self-identify as Indigenous and 22 per cent as Francophone, reflecting the rich diversity of the region. We have integrated the anti-racism values into our DNA. We increased our admissions from the North, rural and Indigenous and Francophone communities and have begun a process to include black communities. No other medical university in Canada has been held to and met such high standards.

NOSM University takes pride in the exceptional performance of its graduates, with scores consistently ranking in the top percentile (97-98) on the Medical Council of Canada (MCC), Royal College of Physicians and Surgeons of Canada (RCPSC), and College of Family Physicians of Canada (CFPC) exams. These graduates emerge as leaders in society and excel in the annual Canadian residency match. As we grow and initiate new health education programs, I expect that our graduates from graduate studies and allied health degrees will do much the same.

A cornerstone of our efforts to tackle health inequities in Northern Ontario is our transformative approach to workforce supply planning and delivery. Since our first convocation ceremony in 2009, we have graduated 902 MDs, including 73 Indigenous and 179 Francophone individuals, and 827 residents from nine residency programs. Those numbers will be increasing with the Class of 2024.

NOSM University has made a profound impact. Almost 90 per cent of learners who complete both undergraduate and postgraduate training at NOSM University remain in the North, including 28 per cent in rural or remote communities. More than 400 family doctors, trained at NOSM University, are currently serving over 400,000 patients, representing half of the region's population. Approximately 50 per cent of our MD graduates opt for family medicine, surpassing the national average, highlighting our commitment to primary care. These accomplishments underscore our dedication to addressing health-care needs in Northern Ontario and beyond. NOSM University provides various opportunities, including our dietetic internship and rehabilitation sciences programs.



Researchers at NOSM University are engaged not only across Northern Ontario but also operate from the SNOLAB two kilometres underground, while partnering with NASA on ventures to the moon. NOSM University's distinctive approach to research is deeply intertwined with its geographical context and mission. Located in a vast and diverse geographical area—and characterized by unique health-care challenges—researchers across the North are engines of continued growth in the range

and complexity of research. Impact of the NORTHH, ICES-North, MSC North and the new master's in medical studies degree have all begun to have **immeasurable impact**. The work of our clinical faculty is measured in their service to NOSM University via the NOAMA Alternate Funding Plan and Local Education Groups (LEGs). A comprehensive review by Dr. Robert Bell of NOAMA has led to the exploration of several important changes for governance and structures.





THE LAST WORD

In 50 years, NOSM University will stand as a testament to the power of embracing change, gracefully adapting to the evolving needs of Northern Ontario's health-care landscape while upholding its purpose. Our journey towards growth is not merely about expansion, but about meeting the intricate demands of health education and research, integrated into our community's health infrastructure.

Aligned with the hospital sector, public health, and policy frameworks, NOSM University will serve as a beacon of innovation, seamlessly integrated into the diverse strengths of post-secondary institutions and hospitals across the North. Our vision transcends the traditional boundaries of a "one size fits all model," recognizing the unique challenges and opportunities that define our region.

As we forge ahead, we remain committed to filling the gaps in education and research, channeling our efforts towards areas where needs are greatest, while fostering a culture of collaboration and dialogue.

NOSM University will continue to be a provider of knowledge—a crucible for meaningful conversations and a catalyst for success in health-care programs throughout the region. In our pursuit of excellence, we recognize that our legacy extends far beyond the confines of our institution. We are dedicated to leaving

a lasting impact on Northern Ontario, ensuring that the seeds of change we sow today blossom into a future where health care knows no bounds, and every individual receives the care they deserve.

As President and Dean, I have had the privilege of witnessing the incredible dedication and passion of our faculty, the unwavering commitment of our staff, and the boundless potential of our students. Each of you has played a vital role in shaping the future of health care in Northern Ontario, and I am profoundly grateful for your dedication and hard work.

As I prepare to pass the torch to my successor, I do so with the utmost confidence in the future of NOSM University. While my time here may be coming to an end, the legacy of excellence and innovation that we have built together will endure for generations to come.

To the faculty, staff, and students of NOSM University, I want to express my deepest gratitude for your unwavering support, your tireless dedication, and your commitment to our shared mission. It has been an honor and a privilege to serve as your President, Vice-Chancellor, Dean and CEO.

I will carry the memories of our time together in my heart forever.



“Embrace change, adapt gracefully, and never lose sight of your purpose.”

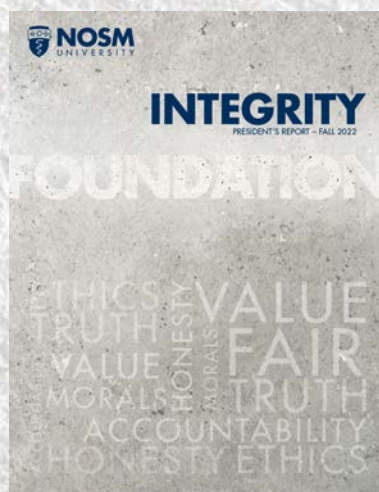
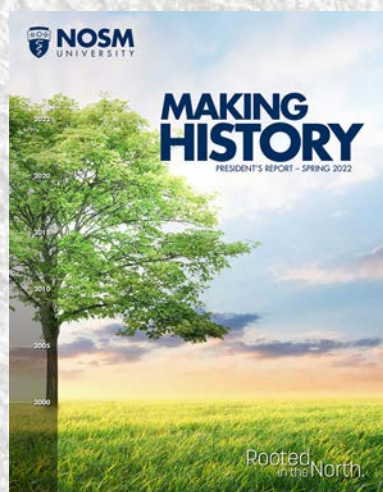
Dr. Sarita Verma

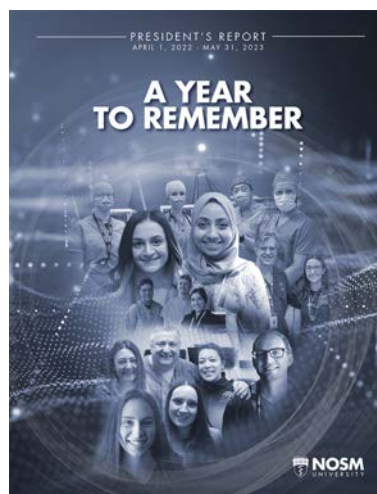






PRESIDENT'S REPORTS





AWARDS AND RECOGNITION

FEBRUARY 2 – APRIL 25, 2024

There are many outstanding faculty, learners and staff at NOSM University who make a difference in their community. Miigwetch, merci and thank you for your ongoing work and commitment. If you would like to include an award recipient in our next report, please email communications@nosm.ca.

Dr. Roderick Cheung, Assistant Professor and Family Physician in Kapuskasing, was awarded a Fellowship of Rural and Remote Medicine of the Society of Rural Physicians of Canada (SRPC) at the 2024 annual conference.

Dr. Michael Cotterill, Assistant Professor and Family Physician in Wawa, received the SRPC's Rural Service Award at the 2024 annual conference.

Dr. Dani Garon, Family Medicine resident, received the 2024 PARO Excellence in Clinical Teaching Award.

Cynthia Larche, medical student, received the 2023/2024 Canadian Federation of Medical Students-MD Financial Leadership Award at the Canadian Medical Student Conference in Vancouver.

Dr. Allan Middleton, resident, received the 2024 Professional Association of Residents of Ontario (PARO) Resident Teaching Award for NOSM University.

Janine Moloney, a PA in Kenora who often works with faculty and learners, received the Rural Health Champion Award at the 2024 SRPC conference.

Dr. Sarah Newbery, Associate Dean, Physician Workforce Strategy, received the Rural Mentorship Award at the 2024 SRPC conference.

Nusha Ramsoondar received the 2024 Rising Star Certificate of Excellence for a medical student from CAME.

Chantae Robinson, medical student, received the 2024 PARO Citizenship Award Medical Students at NOSM University.

Dr. Stephen Viherjoki, Assistant Professor and Family Physician in Dryden, was awarded a Fellowship of Rural and Remote Medicine of the Society of Rural Physicians of Canada at the 2024 annual conference.

Melissa Yeo, medical student, received the Student Essay Award at the 2024 SRPC conference.

Drs. Hazem Elmansy, Mark Henderson, Patrick Rapley, Margaret Anthes, and Peter McGhee, and alumnus **Isaac Tavares** were recipients of iCare awards from Thunder Bay Regional Health Sciences Centre.

NOSM University's External Relations Team was awarded two 2024 International Association of Business Communicators (IABC) Gold Quill Awards of Merit for Communication Management and Creative Design. These awards are for the integrated marketing communications plan and creative design for *The Future Will See You Now*, which raised \$10M.

2024 Faculty Promotions

Professor Emerita

Dr. Carita Lannér

Professor Emeritus

Dr. William McCready

Professor

Dr. Tara Baron

Dr. Ayman Hassan

Dr. Alex Moise

Dr. Alain Simard

Associate Professor

Dr. Adedayo Alabi

Dr. Mélanie Breau

Dr. Chantal Corbeil

Dr. Lily DeMiglio

Dr. Joseph Del Paggio

Dr. Sarah Facca

Dr. Renée Gauthier

Dr. Ken Hotson

Dr. Naana Afua Jumah

Dr. Tara Leary

Dr. Virginie Marchadier

Dr. Renée-Anne Montpellier

Dr. Florence Morriello

Dr. Rebekah Neckoway

Dr. Laura Power

Dr. Kerry Reed

Dr. David Savage

Dr. Ravinder Jeet Singh

Dr. Karen Splinter



