

PRESIDENT'S REPORT.

NOVEMBER 17, 2024 - FEBRUARY 26, 2025

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STRATEGIC PLAN

Preparations for the development of a new strategic plan are underway. The request for proposals to support in the consulting and planning phase of development was released on January 30, 2025, and we anticipate selecting the successful proposal by March 3, 2025. The draft recommendations from the NOUS Group in the Efficiency and Accountability Review underscore the critical importance of updating our strategic plan and highlight the significant value of investing in this process to drive long-term success and sustainability.

The *NOSM University Challenge 2025* update will be presented at the Board of Governors meeting in May. We are gathering the necessary data and metrics to provide a clear overview of progress made to date and insights into priorities and initiatives moving forward.

NOTABLE DEVELOPMENTS

EXPANSION

We have revised the membership and Terms of Reference for the Expansion Task Force to allow the group to transition from an advisory to a decision-making role. The first meeting of this group occurred on February 10, 2025.

The expansion of both undergraduate (UME) and postgraduate (PGME) medical education continues to advance, with key developments in several areas. The Educational Impact Review emphasized the importance of reporting any UME curriculum changes to the Committee on Accreditation of Canadian Medical Schools (CACMS) to mitigate risks to accreditation amid rapid growth. External funding opportunities to support rural community clerkship teaching environments communities are being explored, and several

Royal College program submissions, including Emergency Medicine, Medical Oncology, Cardiology and Obstetrics and Gynecology have been received. Radiology has a ready-to-submit application, and several collaborative discussions are ongoing for the creation of collaborative programs such as Pathology, Ophthalmology, and Plastic Surgery (University of Manitoba).

For the Family Medicine expansion, the **Provincial government announced a funding commitment** on January 27, 2025, for Primary Care Teaching Clinics (PCTC). The amount to be received by NOSM University remains unclear, yet site planning is progressing for locations such as Thunder Bay, Sudbury, Sault Ste. Marie and Rural South. Additional planning and resources will be required to ensure successful development while prioritizing curriculum changes and faculty development at the University level. Key financial and operational models for these new primary care teaching clinics are being developed, with ongoing advocacy efforts to secure government support. The focus remains on ensuring sustainable growth, faculty development, and meeting resource requirements across these expanding programs.

BUDGET

There will be a full report on the budget from the FARM committee. In summary, we expect to close this fiscal year in a position close to balanced, due to one-time funding received within this fiscal. However, structural deficits persist in the longer term and continue to require attention. Advocacy in the upcoming year will be focused on addressing these longstanding financial concerns.

The Ministry Audit is ongoing and the team is continuing to work through the remaining steps of the process. A preliminary report is expected soon, with the target completion date set for March 31, 2025.

The Preliminary Efficiency and Accountability review by NOUS group has been successfully submitted on January 31, 2025, to meet the deadline. Work on the review is ongoing, with the final report expected to be submitted March 31, 2025. The next phase of work will focus on refining the five-year financial forecasts and developing an implementation plan to support the recommendations outlined in the report.

LEADERSHIP

We have updated the leadership structure with renewed terms of reference and membership for the Executive Group (formerly Cabinet) and reworked the former Executive Group as the Senior Leadership Group. This will support decision making and transparency and the changes have been well received among faculty and staff. A proposal for the revision of leadership structures in Faculty Affairs to create clear and distinct lines of reporting and accountability for clinical and non-clinical faculty has been prepared and is currently out for consultation.

Ray Hunt has been appointed as Advisor, Northern and Rural Strategies to the Ontario Ministry of Health's Primary Care Action Team (PCAT), effective January 13, 2025. Ray is continuing to serve as Vice-President, Administration and Chief Operating Officer at NOSM University in addition to this role. To ensure all institutional priorities are met, Ray has divided his time between both roles and is working closely with his team to ensure responsibilities are distributed effectively.

Dr. David Marsh, Vice President, Research and Graduate Studies, has been extended in his term until December 31, 2026. This extension ensures leadership continuity as NOSM University completes the final steps toward achieving independent grant administration for

Tri-Council funding. Over the past five years, Dr. Marsh has led our research portfolio with dedication, guiding us through our transition to a university and strengthening our core facilities alongside his team. The extended term will also allow NOSM University to prepare for and launch a comprehensive search for a long-term Vice-President, Research and Graduate Studies, which is planned for late 2025.

Dr. Rob Anderson has been reappointed as the Associate Dean, Postgraduate Medical Education (PGME) for a second five-year term, effective January 1, 2025. During his first term as Associate Dean, PGME, Dr. Anderson provided strong leadership toward innovating health education through his work on accreditation processes and NOSM University's historic residency program expansion—all while navigating the uncertainty of the COVID-19 pandemic and the complexities of NOSM University becoming an independent university.

GOVERNMENT RELATIONS

I have been meeting with political leaders across Northern Ontario to advocate for the continued growth and sustainability of NOSM University. Engagement with provincial MPPs has been paused due to the provincial election but will resume after February 27, 2025, as soon as the new Government is sworn in. Our focus remains on securing updated funding formulas to address the structural deficit, which has been driven mostly by unfunded cost-of-living adjustments (COLA). Additionally, we are seeking funding to support initiatives like Primary Care Teaching Clinics (PCTC) that will add capacity to teaching sites to support expansion. NOSM University faces significant financial pressures due to an outdated funding model, frozen since 2004, and constraints such as tuition freezes, enrollment caps, and the increased costs of operating in remote communities.

Permanent infrastructure support is also critical, as the reliance on leased campuses limits long-term planning and growth. Strategic government investment in capital infrastructure, along with an updated funding approach, is essential for NOSM University's ability to continue fulfilling its mission of addressing health-care disparities and supporting the long-term needs of Northern Ontario communities.

ENGAGEMENT
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MEETINGS AND PRESENTATIONS

November 18, 2024–February 12, 2025

- NOSM University Board of Governors meetings
- Indigenous Medical Education & Culturally Safe Care (NCIME) Board meeting x 3
- Deans Steering Group meeting
- Senate Meeting x 2
- Senior Leadership Group retreat
- Senior Leadership Group meeting
- Expansion Task Force meeting
- Council of Ontario Faculties of Medicine (COFM) Deans x 2
- Indigenous Reference Group meeting
- Francophone Reference Group Meeting
- Bring a Doctor Home Event
- Meeting with Learners/Alumni, Sault Ste. Marie
- Education Deans meeting
- Budget Committee
- Health Sciences North Research Institute (HSNRI) meeting
- Academic Health Sciences Network Symposium
- Senate Executive Committee
- Association of Faculties of Medicine of Canada (AFMC) Board meeting
- President's Lecture Series
- Thunder Bay Regional Health Sciences Centre (TBRHSC) Board meeting
- FARM Committee meeting

INTEREST HOLDER MEETINGS

- Lakehead University
- Laurentian University
- Collège Boréal
- Sault Area Hospital
- Sault College
- Algoma University
- Group Health Centre, Sault Ste. Marie
- President of Council of Ontario Universities (COU)
- Donor meeting
- Sioux Lookout First Nations Health Authority (SLFNHA)
- MPP John Vanthof
- MPP Lise Vaugeois
- MPP George Pirie
- MPP Michael Mantha
- MP Anthony Rota
- MP Viviane Lapointe
- MP Eric Melillo
- Mayor Paul Lefebvre, Sudbury
- Mayor Matthew Shoemaker, Sault Ste. Marie

NORTHERN ROUTES

3 BLOGS

- January 28, 2025: [Celebrating 20 Years](#)
- December 19, 2024: [Season's Greetings, NOSM University!](#)
- November 21, 2024: [Hello, NOSM University! Allow me to introduce myself.](#)

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Live updates: Crew on board Delta flight that crashed at Pearson are heroes, airport official says



Northern Ontario Watch

Plans to expand northern health care education, research

NOSM University President Dr. Michael Green shared his vision for the medical school's future over the next five years and plans to expand.

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NOSM University Dietetic Practicum Program gets full accreditation

Professional post-degree program has graduated more than 200 professional Registered Dietitians since 2007

Sudbury.com Staff
Nov 30, 2024 4:30 PM

NOSM University Len Galla/Sudbury.com

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NOSM U dean to speak at Sudbury chamber event

Dr. Michael Green preparing for first major public appearance since being appointed as president, vice chancellor, dean and CEO of NOSM University

Sudbury.com Staff
Jan 31, 2025 9:00 PM

It is expected to be his first significant public appearance since being named president, vice chancellor, dean and CEO of NOSM University. Dr. Michael Green will be the next speaker in the President's Series for the Greater Sudbury Chamber of Commerce next month. | Image: NOSM U

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NOSM University puts out the call for board of governors

Northern Ontario's medical school looking to fill positions as early as June

Sudbury.com Staff
Feb 8, 2025 12:37 PM



NOSM University, Northern Ontario School of Medicine

HOME > LOCAL NEWS

More than 90% of med school grads practising in the North long-term, says president

Dr. Michael Green, the president, vice-chancellor, dean and CEO of NOSM University, says the 1,000 doctors NOSM U has graduated over the past 20 years have had a real impact on communities large and small across the North



Len Gillie
Feb 15, 2025 3:00 PM



How is health care functioning in Ontario now? What the data say about wait times, doctor shortages and emergency rooms

KELLY GRANT | HEALTH REPORTER
PUBLISHED FEBRUARY 14, 2025

FOR SUBSCRIBERS



St. Michael's Hospital in Toronto, on Oct. 1, 2024. At the beginning of 2024, only one in 10 Ontario hospitals met the provincial target waiting time of eight hours for ER patients requiring admission, according to data The Globe and Mail obtained through an FOI request.

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When family physician Kamilla Premji delivered an academic talk recently on primary care in Ontario, she started her slide deck with an ominous, but apt, photo of a tornado gathering speed in the distance.

Her presentation contained new analyses from INSPIRE PHC, the research group behind the estimate that 2.5 million Ontarians don't have a family doctor, a figure cited frequently by Liberal, NDP and Green candidates gunning to defeat Doug Ford's Progressive Conservatives in the Feb. 27 provincial election.

Dr. Premji, a University of Ottawa professor who practises family medicine in the national capital, said the group's latest findings smacked of more trouble ahead. The plight of Ontario physicians trained as family doctors who practise comprehensive,



WEDNESDAY, NOVEMBER 27, 2024

Future pharmacists and medical professionals build connections together

Waterloo Pharmacy and Northern Ontario School of Medicine University team up to bring students together for an interprofessional learning experience

On November 26, 2024, more than 100 University of Waterloo School of Pharmacy and Northern Ontario School of Medicine University (NOSM U) students attended the first annual Interprofessional Addictions and Substance Use curriculum. This collaborative curriculum was jointly hosted by Waterloo Pharmacy and NOSM U and supported by 25 facilitators composed of faculty and staff, multiple physicians and researchers from both academic institutions.

"This virtual interprofessional learning experience was a new opportunity for our third-year pharmacy students to connect with first-year medical students from NOSM U. Students discussed patient cases in breakout groups and shared knowledge and skills to tackle collaborative challenges to tackle real-world problems," Patricia Ellis says, interprofessional education program manager at Waterloo Pharmacy.

"Early exposure to interprofessional education for medical and pharmacy students fosters collaboration, communication, and role clarification, essential skills for their future healthcare careers," says Dr. Gayle Adams-Carpino, interprofessional education faculty member in the Division of Human Sciences at NOSM U.

Interprofessional healthcare providers from Sister Margaret Smith Centre, St. Joseph's Care Group from Thunder Bay followed, with a live interprofessional panel discussion during which students engaged and asked questions relevant to the complexities of the case study. A nurse practitioner specializing in addiction and mental health shared their lived experience with addiction to shed light on the importance of team-based approaches to caring for people living with addiction. This provided an important person-centred narrative to the learning experience.

“Engaging in interprofessional education helps students understand the unique contributions of each profession, promoting a team-based approach to patient care. This is particularly important in Northern Ontario, where

New pathways opening doors for future public health leaders

WEDNESDAY, JANUARY 26, 2024 | by The Brock News



SUDBURY STAR

News / Local News

NOSM U has graduated almost 1,000 doctors. Many more still needed

Dr. Michael Green says Canada needs 23,000 additional family docs. Northern Ontario needs 400 more physicians, he tells business leaders

Mary Katherine Keown

Published Feb 12, 2025 • Last updated 5 days ago • 4 minute read

Join the conversation



Local News

NOSM University marks Giving Tuesday with focus on future of northern medicine

It is encouraging people to donate to a bursary that supports medical students

Star Staff

Published Dec 03, 2024 • Last updated Dec 03, 2024 • 1 minute read

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Dr. Michael Green has assumed the helm at the Northern Ontario School of Medicine. Green is the new president, vice-chancellor and CEO of the medical school. SUPPLIED IMAGE (jpg, 511, 461px)

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News / Local News

NOSM University seeks new members for its board of governors

Star Staff

Published Feb 01, 2025 • Last updated Feb 01, 2025 • 1 minute read

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Algoma UNIVERSITY

ALGOMA UNIVERSITY

President Dr. Asima Veziina Welcomes NOSM University President Dr. Michael Green to further collaboration efforts in Mental Health

January 20, 2025

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Algoma University President and Vice-Chancellor Dr. Asima Veziina and university officials recently welcomed NOSM University's newly appointed President, Vice-Chancellor, Dean, and CEO, Dr. Michael Green, and the leadership team during their visit to the Sault Ste. Marie campus.

With Algoma University preparing for the construction of Makwa Wakaak'igan, a new psychology wing, a Containment Level 2 (CL2) Lab and Animal Care facility, as well as the launch of a new Masters in Psychotherapy, Algoma University was excited to tour the NOSM University team.

The visit underscored both institutions' shared commitment to advancing healthcare and education through innovative partnerships, particularly in mental health and addictions research and training. Both Dr. Veziina and Dr. Green emphasized the importance of collaboration in addressing systemic inequities and improving healthcare outcomes across Northern Ontario.

"This visit was important as NOSM University and Algoma University have critical work to do in supporting northern communities with the challenges we are facing in mental health and addictions," said Dr. Veziina. "By continuing to work together, sharing expertise and collaborating we can foster meaningful partnerships that provide a strong base of health programming for our students, strengthen our communities, culturally responsive, compassionate and equitable healthcare landscape."

Dr. David Marsh, Vice President Research and Graduate Studies at NOSM University, echoed this, saying, "Through NOSM University and Algoma University's collaboration, we are better positioned to develop innovative research, training opportunities, and solutions that address the region's most critical health and education challenges. With the community's unwavering support, Sault Ste. Marie plays a vital role in advancing NOSM University's mission."

The conversations explored opportunities to expand joint academic programming, clinical training, and research through OMHARTI, supporting Algoma University and NOSM University's shared vision of addressing systemic inequities and improving healthcare outcomes for all Northern Ontarians.

Algoma University and NOSM University are united by shared values and a dedication to creating healthier, more inclusive communities. Together, they are advancing health equity and expanding access to healthcare services across Northern Ontario. Their ongoing collaboration is a beacon of hope, preparing the next generation of healthcare professionals to meet the challenges ahead while addressing systemic barriers to care and ensuring all individuals have the opportunity to thrive.

To view photos from the visit, click [here](#).

NOSM is seeking applicants for summer studentship program

Northern Ontario medical school works with companies and agencies to find health care related summer jobs for medical learners

Sudbury.com Staff

Jan 13, 2025 9:00 PM



Northern Ontario School of Medicine, NOSM, NOSM University | Len Gillis/Sudbury.com

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00:02:11

Northern Ontario School of Medicine University is again seeking applications from healthcare agencies for its summer studentship program. Businesses and agencies involved in health care can apply for funding to help subsidize the cost of hiring summer students from the medical school.

Applications to NOSM University's [Summer Studentship Program](#) are open February 1-15, 2025, said a NOSM news release.