



DR. GILLES ARCAND
CENTRE FOR HEALTH EQUITY

ANNUAL REPORT
JANUARY – DECEMBER 2024

Message from the Director

The Dr. Gilles Arcand Centre for Health Equity is a multidisciplinary research centre of NOSM University dedicated to the improvement of health and wellness in Northern Ontario. Through an embedded and networked approach, the Centre is home to a growing number of researchers and research networks who are committed to advancing social accountability and health equity.

Over the last year the Centre has continued to grow and build a track record of path breaking work in socially accountable research. The Centre focuses on training pathways for research generalists that support the strengthening of an equity-focused workforce, while advancing emerging priority areas with local partners. The Centre supports shared learning, resources, ideas, and connections. It embodies the sentiment that we are more than the sum of our parts, that it is in coming together that makes us stronger.

With the Director role renewed for another five years, I am both reflecting on how far we have come in 3 short years and excited about what is to come. It is at this important time—a time I feel called to ask what if.

What if we were stronger together, as individuals, organizations, and proud Northern Ontarians.

What if research served as a vital resource for system-wide planning, leading to farther reaching improvements and innovations to address unique health system design needs in the North.

What if researchers were key partners in strengthening Northern Ontario health systems, filling capacity and capability gaps, and amplifying Northern Ontario health system needs at different scales.

What if forging better research structures not only made our work better but we had evidence that it resulted in positive community and population health outcomes.

What if by collaborating on research activities with key interest holders, our outputs, outcomes, and advocacy had greater long-lasting impacts that responded to emerging needs and priorities.

The leadership team at the Arcand Centre often talks about the centre as a “home” for researchers and research networks. Not a home to live in, but rather a setting where one feels at home—a place to belong. We invite you to dream what if and to walk with us, united by our commitment to a strong Northern Ontario.

What if.



Dr. Erin Cameron

Director, Dr. Gilles Arcand Centre for Health Equity
NOSM University

Summary

Key activities and critical successes of the Arcand Centre over the past year:

- ▶▶ NOSM University announced the extension of Dr. Erin Cameron's term as Director of the Dr. Gilles Arcand Centre for Health Equity, effective July 1, 2024 until 2030.
- ▶▶ Celebrated the grand opening of the Dr. Gilles Arcand Centre for Health Equity and opened the doors to the Dr. Gilles Arcand Centre for Health Equity Collaborative Space on the Sudbury campus.
- ▶▶ Held three Visioning Sessions to identify Strategic Priorities for the Centre.
- ▶▶ Initiated work to build Centre operations structure and processes to support efficiency and sustainable growth.
- ▶▶ Supported the development and growth of 10 research networks.
- ▶▶ Celebrated the launch of the ONE HEALTH ALLIANCE, the Centre's newest network.
- ▶▶ Supported 23 active research projects
- ▶▶ \$1,229,074 in grant funds allocated in 2024
- ▶▶ Authored 20 scholarly publications and 19 academic presentations.
- ▶▶ Led 40 conference and invited presentations and supervised 47 learners and trainees .
- ▶▶ Hosted 25 community engagement events throughout the year.
- ▶▶ Worked to advance health equity and social accountability through strategic activities and joint positions at different levels. These included:
 - ▶ [institutional] Supported Health Sciences North (HSN) in adopting social accountability as the pillar of their equity-oriented strategy through the joint position Clinical Lead in Social Accountability;
 - ▶ [municipal] Supported the City of Thunder Bay in advancing projects related to its Community Safety and Wellbeing plan through the CityStudio Thunder Bay Coordinator position, (a joint position between NOSM University, Lakehead University, and Confederation College);
 - ▶ [regional] Supported Thunder Bay Regional Health Sciences Centre (TBRHSC) and Northwestern health system partners in advancing a digital and data strategy through the joint position Associate Scientist in Socially Accountable Learning Health Systems.
 - ▶ [Northern Ontario] Partnered with ICES North on data-informed planning, decision-making, and evaluation to support physician workforce planning and Northern Ontario Health Teams;
 - ▶ [international] Supported the launch of the 2nd annual International Social Accountability Fellowship through the Social Accountability Coordinator.

Summary of Arcand Centre Research Networks

NORTHH – Improving primary care practice through data access and quality.

1

MERLIN – Advancing evidence-based education and workforce decision making.

2

AI-North – Driving AI innovation through trust and capacity building efforts.

3

CityStudio Thunder Bay – Connecting future leaders and real-world problems.

4

CREATE – Convening research networks for health system transformation.

5

6

NOLHS – Supporting research lifecycles for health system transformation.

7

Nourish Health Education Coalition – Empowering bold leadership for Indigenous food sovereignty.

8

Safe for Health Institutions – Accelerating the adoption of social accountability as an equity-focused policy strategy in health care service delivery.

9

ISAASC – Supporting social accountability in medical school accreditation standards.

10

ONE HEALTH ALLIANCE – A forum for interprofessional collaboration to address complex planetary health challenges.

Introduction

The mission of the Dr. Gilles Arcand Centre for Health Equity (“Arcand Centre”) is to improve the health of Northern Ontarians while extending NOSM University’s commitment to being socially accountable in its education and research programs while advocating for health equity.

To ensure an integrated approach to addressing priority health needs and population health outcomes both inside and outside of the medical system, the Centre was built upon the four pillars of:

1. Research Outputs and Innovation;
2. Partnerships and Community Impact;
3. Education, Capacity-Building, and Workforce Impact; and
4. Policy, Leadership and Advocacy

This annual report details the achievement of the Centre’s research objectives and activities completed in 2024 (January - December 2024). It aligns with the NOSM University annual reporting and charts impacts across the four pillars, challenges and lessons learned, and future directions for the Centre.

Activities Completed within the Last Year

Over the past year, the Arcand Centre team worked towards important results and outcomes across the four foundational pillars. Key highlights include:

Research Outputs and Innovations

The Arcand Centre’s research networks - both across Northern Ontario and internationally - are taking up the challenge of collective action and coalition-building through a collaborative approach to driving meaningful research outputs and engagement. In 2024, the Centre supported 26 active projects totalling over \$1 million dollars in total project funding and authored 20 academic publications.

Through 2024, the **CREATE Project** (Community-engaged Research for Education, Advocacy, and system Transformation for Advancing Health Equity) has been gaining momentum in research activities and creating the foundations for unique and collaborative work across five global sites. Its primary goal is to study and promote innovative and networked approaches to partnered research, across local and global contexts. Over the 7-year project, the team will work to understand how a social accountability framework can generate innovative methodological approaches that drive health equity to remedy health outcome disparities in rural and remote settings. CREATE is a 7-year SSHRC funded project totalling \$2.3 million and includes a global team of researchers studying socially accountable research networks.

In 2024, the **Health Education Workforce Impact Study** (HEWIS; formerly the NOSM U Physician Tracking Study), became an academic support partner for the Mushkiki Miikan Initiative, which aims to enhance support for Indigenous students in postsecondary education and medical school pathways. **HEWIS** is a NOSM U research study housed within **MERLIN** (Medical Education Research Lab in the North) that collects educational and career pathway data to inform health human resource planning in Northern Ontario. Located within the Arcand Centre, HEWIS provides the data by which NOSM U’s accountability to community can be measured and provides data to support evidence-based decision making around addressing health inequities unique to Northern Ontario including but not limited to physician workforce shortages.

Since 2005, HEWIS has played a vital role in shaping the future of NOSM U by guiding academic planning and expansion. Through the provision of high-level data, longitudinal trend analysis, and workforce projections, HEWIS helps address key questions about current and future healthcare workforce needs. By strengthening data infrastructure focused on educational and workforce pathways, HEWIS is well positioned to foster research collaborations across Northern Ontario institutions and organizations. For example, **HEWIS and ICES North** researchers have begun looking into collaborating to explore practice patterns and educational experiences. These cross-institutional partnerships are designed to drive collective impact, addressing the unique health equity challenges of Northern, rural, and remote communities.



2024 also saw the launch of the Centre's 10th research network and its first Equity-Oriented Training Research Series. The **ONE HEALTH ALLIANCE** network recognizes the deep interconnections between all life on Earth and brings together diverse professionals to foster innovative approaches and solutions. This initiative focuses on the shared responsibility we hold for the health of our planet and its inhabitants. A Summit was held in Fall 2024 aimed at connecting health professionals and researchers to explore strategies for addressing regional planetary health concerns and collaborate on forward-thinking solutions for the interdependence of our collective well-being.

In Summer 2024 the Centre also hosted an **Equity-Oriented Training Research Series** with a simple goal: to connect a growing community and initiate constructive conversations that facilitate socially accountable health research in the North. With over 130 registrants and strong attendance across all four sessions,

trainees, researchers, and practitioners indicated their overwhelmingly positive feedback for the sessions and desire for more skills-building trainings like these in the future.

The Arcand Centre looks forward to continuing to support the research networks, and a growing community of health equity researchers and trainees in the North in the years to come!



Partnerships and Community Impacts

In June 2024, NOSM University officially renamed the Centre as the Dr. Gilles Arcand Centre for Health Equity in recognition of a transformative \$3 million gift from the **Temerty Foundation**. Formerly known as the Centre for Social Accountability, the new name pays tribute to Dr. Gilles Arcand, a compassionate physician committed to serving marginalized communities in Northern Quebec. Inspired by the success of NOSM University's distributed education model, the Temerty Foundation strongly supports the Centre's mission to strengthen research capacity in collaboration with NOSM U's partners across Northern Ontario.

The Arcand Centre is thrilled that the Temerty Foundation's generous support is also the focus of a new innovative collaborative research space on the east campus at NOSM University, which officially opened in the summer of 2024. Intended as a welcoming space to connect with peers, network, collaborate, share skills, and tackle societal health challenges within and beyond Northern Ontario, the new Arcand Centre East Campus space is ideal for smaller and medium-sized in-person gatherings. The Collaborative Space features two murals created by Northern Ontario artists. Since the space opened in June 2024, 19 events have taken place there, and it continues to serve as a daily gathering place for staff and learners. The seated capacity is 36 people.



Photo Captions:

- Top: Reveal of the new Arcand Centre Collaborative Space on the East campus.
- Middle left: The Arcand Centre Leadership Team joins former President, Vice Chancellor, Dean and CEO, Dr. Sarita Verma, in the new Arcand Centre Collaborative Space.
- Middle right: Resident Research panel speaks at the “Facilitating Health Equity I Resident Research” event following the NHRC. Panellists from left to right: Chidubem Okechukwu, Caroline Duquette, and Stacy McDermid.
- Bottom left: Drs. Barb Zelek and Brianne Wood pose with learner and Arcand Centre Student Research Assistant, Paige Stevenson at the Northern Health Research Conference. Paige was the recipient of the award for Best Medical Student Oral Presentation at the NHRC in June.
- Bottom Right: Centre Director, Dr. Erin Cameron and recipient of the Partnership Celebration Door Prize, Rida Alzahrn pose for a selfie at the Arcand Centre Partnership Celebration at the NHRC.

Alongside the celebratory reveal of the new Arcand Centre Collaborative space in June, the Centre's Executive team were invited as the plenary panel speakers at the **Northern Health Research Conference** (NHRC). Their team-focused and interview-style presentation unpacked and engaged attendees in the Centre's unique Learning Collaborative Network Approach to Advancing Health Equity.

The Arcand Centre hosted its annual **Partnership Celebration Event** at the NHRC. This year in addition to inviting participants from NHRC, NOSM University, and partner organizations, a key focus was on inviting students and trainees to join the celebration. Over 50 people attended the event, catered by **Hiawatha's Eatery**. At the end of the evening a door prize with gifts from local artisans was awarded to Rida Alzahrani, an international student from Laurentian University.

In June 2024 the Arcand Centre partnered with the Postgraduate Medical Education Program at NOSM University to host a half-day event titled "**Facilitating Health Equity in Resident Research**." The event featured a faculty panel discussion followed by a resident panel from different postgraduate programs. The session provided a critical exchange of information and supported planning for future resources and best practices around how to best support resident scholarly activities at NOSM U.

This past year the Arcand Centre at NOSM U became the newest member of the **Ontario SPOR Unit and OSSU** family, who are providing funding for building the Arcand Centre's equity-focused, partnered clinical research program. With this added support, the program will strengthen clinical leadership, research infrastructures, and knowledge translation expertise to advance evidence-based healthcare practices in Northern Ontario. This collaboration will enhance research networks and help address priority health needs, ultimately improving equity-linked population health outcomes across Northern Ontario. **OSSU**, the Ontario SPOR Support Unit, is a provincial network that helps strengthen health research and data infrastructures to drive improvements in healthcare across Ontario.

Led by the **NORTH** (Northern Ontario School of Medicine Research Toward Health Hub) research team, 2024 saw the All Nations Health Partners Ontario Health Team (ANHP OHT) and researchers from the Arcand Centre continuing to strengthen their partnership through work on local preventative healthcare services and access to, and utilization of, primary care with a focus on cancer screening in the Kenora region. Together they finalized a report in March 2024 with seven recommendations that were validated by community partners and will require further advocacy at the federal, provincial and local levels to ensure implementation resourcing.

Northern Ontario Learning Health Systems (NOLHS) works with Northern Ontario Health Team partners to lead embedded research in Northern Ontario. In the last year, the network received a Regional Specialized Services Network (RSSN) contract to assess primary care capacity in Northwestern Ontario and received provincial funding to support Northeastern Ontario Health Teams develop anti-racism training in pediatrics. **NOLHS** also continued funding from the policy-academic interface, Rapid Improvement Support and Exchange (RISE). In addition to published and academic contributions on the unique context of Learning Health Systems in the North, Dr. Brianne Wood was the keynote speaker at the Learning Health Hub in June and delivered seven talks and presentations to health system partners, including TBRHRI, OHTs, Trillium Health Partners and the Health Systems Performance Network.

CityStudio Thunder Bay was launched as a model to connect city staff with faculty and students to work together on "real-life" population health priorities in Thunder Bay like housing, mental health, violence, racism, and poverty. In 2024, they began two cross-institutional collaborative grant applications between CityStudio partners (Lakehead, Confederation, NOSM U, and the City of Thunder Bay) aimed to support upstream solutions and community strategies focused on Poverty Reduction and Community Safety & Well Being. CityStudio Thunder Bay was also featured in Lakehead University's Research and Innovation Week and Confederations College's Academic Showcase in the last year.

Launched in 2023, CityStudio Thunder Bay is funded through a CIHR Project Grant, and to date there have been over 125 CityStudio projects with 22+ unique faculty, 30+ city staff, 30+ community partners across 3 institutions. The model is strengthening connections between municipal government, academic institutions, and communities, while empowering students to apply their skills, creativity, and entrepreneurial spirit to help shape a better future in Thunder Bay.

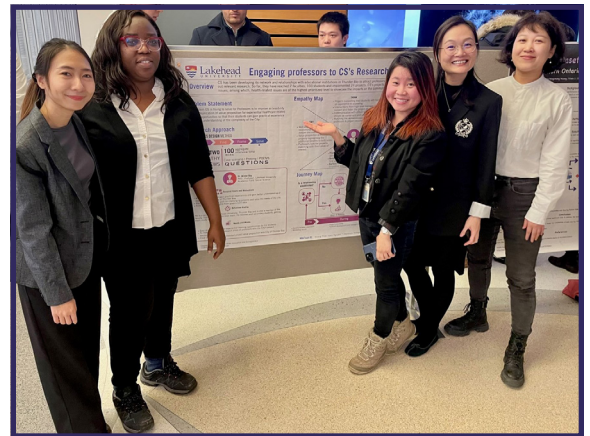
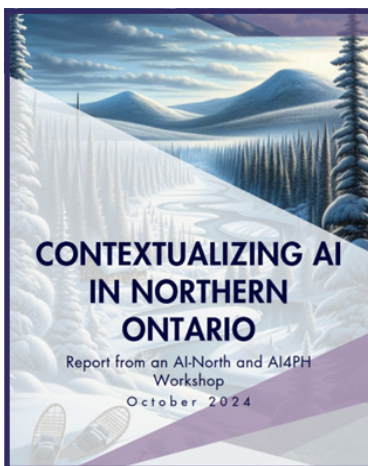


Photo Captions:

- Left: Students in the Health Informatics post-graduate program at Confederation College showcasing their Capstone projects.
- Right: Students in the MBA Program at Lakehead University showcasing their Design Thinking projects.

Education and Workforce Impacts

Over the past year, the Arcand Centre partnered with AMS Healthcare to support AI-NORTH, a network dedicated to cultivating emerging leaders in artificial intelligence (AI) and digital innovation across Northern Ontario. AI-NORTH is a growing collaborative of researchers, healthcare providers, and community leaders working to advance AI-driven research and innovation. With a three-year funding commitment from AMS Healthcare, AI-North is expanding its efforts to develop collaborative learning and leadership pathways, bring together thought leaders, and strengthen cross-sector partnerships.



AI-NORTH has also led significant engagement activities with researchers, decision makers, students, community leaders, and industry partners. Over 15 events (5 Community Lectures, 5 Reading Clubs, 5 Play AI Tech Labs) have helped to strengthen the AI community in Northern Ontario across institutions and organizations. 2024 saw the publication an AI-NORTH and AI4PH (AI for Public Health) collaborative report, Contextualizing AI in Northern Ontario, the appointment of a new coordinator, and launch of the AI-North Steering Committee. Together, they are set to launch an AI microcredential that will be available to provide timely and relevant AI training to those in academic and health system service delivery in the North. These network developments along with traditional scientific research activities are helping Northern Ontario to position itself as a regional leader for driving fit-for-place AI innovations in education and healthcare.



The Nourish Health Education Coalition (NHEC) is a collective in Northern Ontario dedicated to advancing food sovereignty, health equity, and social accountability within Indigenous communities. More than just an initiative, the NHEC is an evolving network of relationships rooted in the shared belief that food is medicine; central to health, culture, and community. The coalition recognizes that true well-being requires not only access to nourishing food but also a deep physical, spiritual, and cultural connection to the land and traditional food systems.

In 2024, the NHEC hosted two food Rx summits in Thunder Bay and North Bay, bringing together food champions from academia, public health, and community organizations to strengthen networks and share knowledge. Building on this momentum, two more summits are planned for 2025, one in Sioux Lookout and another on Manitoulin Island. The coalition is also collaborating on a book focused on Indigenous Food Sovereignty and food security in the North. Separately, research is underway to map NHEC’s community research networks using GIS-based Social Network Analysis (SNA) to better understand how relationships within the coalition contribute to health equity.

Additionally, in partnership with NOSM U’s CEPD, the NHEC initiated the development of a microcredential on a local and traditional safe food handling certification. While the groundwork began in 2024, active development is taking place in 2025, with plans for public release by late 2025.

Image Captions:

Top left: Dolores Chum teaching attendees how to make bannock and wild rice with berries and maple syrup at the North Bay Food Rx Summit

Top Right: North Bay Food Rx Summit attendees toured Canadore College and convened in their dining hall for knowledge sharing and reflections.

Bottom: Following a day of cooking and presentations, attendees of the North Bay Food Rx Summit gather for dinner at the North Bay Public Health community kitchen.

The Social Accountability Fellowship Program is a collaboration to advance Impact, Accreditation, and Leadership by The Network: TUFH and NOSM University. The goal of this fellowship is to design and implement social accountability principles and standards in your institution to better respond to the priority health needs of societies, communities, and contexts. In 2024 it supported 14 international fellows and their teams. The 8-month fellowship focuses on building social accountability knowledge and skills and mobilizing local projects that support local health priorities. The fellowship has focused on topics such as policy development, advocacy, social change, and organizational design, and led to two presentations at the International Academic Medicine Conference. The **Social Innovations Journal featured the work of The Social Accountability Fellowship Program in a special edition** edited by Dr. Maxwell Kennel.

Policy, Leadership, and Advocacy

Home to the **International Social Accountability Accreditation Steering Committee** (ISAASC) the Arcand Centre continues to support the 23-member international steering committee of thought leaders in social accountability and accreditation. With the mandate to support and coordinate, the steering committee regularly convenes to advise the working groups who are all advancing key projects (Standard Setting Group, Advocacy Group, Capacity Building Group, Research Group).

The **Social Accountability as the Framework for Engagement (SAFE) for Health Institutions** initiative continues to develop action-focused, comprehensive resources to advance social accountability as the equity-focused policy strategy

in health care service delivery. In 2024, the SAFE for Health Institutions Project completed a review of their evaluation tool based on feedback from end-knowledge users. They have progressed multiple rapid evidence narratives to support action aligned with the social accountability standards in their evaluation tool.

Outside of academic publications, the **SAFE for Health Institutions Project** leverages their tools to help to mobilize practical knowledge for Health Sciences North's (HSN) 'Social Accountability Passport,' which focuses on institution wide education and training on Cultural Safety, Francophone Language Services and Equity, Diversity, Inclusiveness and Anti-racism. They have also led a regional project with HSN to understand how a hospital can measure health equity; and, have provided evidence-based foundations for developing policy and clinical pathways for people who are unhoused. The Ontario Health Teams Sudbury-Espanola-Manitoulin-Elliot Lake have also committed to the implementation of the SAFE for Health Institutions Project's resources to guide their health equity strategy. There is continued interest in the **SAFE for Health Institution Project's** work with almost 1,000 visitors to the project's website in 2024, multiple requests for their tools, exploring collaborations with other institutions such as the West Parry Sound Hospital and notably cited in Ontario Health's Resource Guide to Ontario.

Finally, the Arcand Centre is thrilled to announce that Director **Dr. Erin Cameron** has been extended to 2030. NOSM University announced the extension of Dr. Erin Cameron's term as Director of the Dr. Gilles Arcand Centre for Health Equity, effective July 1, 2024. Dr. Cameron, who had served as the inaugural Director since the Centre's formation in 2021, is also an Associate Professor at NOSM University. Under Dr. Cameron's leadership the Centre has grown to support ten research networks that aim to build capacity and provide tools for change in areas such as health professional education, health system reform, health human resources, and social and population health. Through its work, the Centre strives to address health inequities by prioritizing the needs and voices of diverse communities. The University expressed its gratitude to Dr. Cameron for her ongoing contributions to the Centre's success.

Multiple awards recognized the strong leadership and staff contributions at the Arcand Centre. **Dr. Barb Zelek** was the recipient of a Canadian Association of Medical Education Certificate of Merit and **Dr. Kerri Delaney** was the recipient of the Obesity Canada Fellowship and the Obesity Canada New Investigator Awards. Dr. Delaney is a Postdoctoral Fellow at the Arcand Centre with a specialization in Knowledge Translation (KT). NOSM U Learner and Arcand Centre Student Research Assistant, **Paige Stevenson**, received the award for Best Medical Student Oral Presentation at the Northern Health Research Conference.

Through its networked approach, the Centre continued to advance numerous joint positions.

- ▶▶ **Dr. Alex Anawati**, Clinical Lead for Social Accountability; Joint position Health Sciences North (HSN).
- ▶▶ **Dr. Brianne Wood**, Associate Scientist, Social Accountability Learning Health Systems: Joint position with Thunder Bay Health Sciences Research Institute (TBRHRI).
- ▶▶ **Ghislaine Attema**, Project Coordinator, Social Accountability: Joint position with Towards Unity for Health (TUFH).
- ▶▶ **Karen Kerk**, Coordinator, CityStudio Thunder Bay.

Challenges and Lessons Learned

Creating Pathways to Support Cross-Institutional Collaborations - The Arcand Centre's embedded networked approach is central to its mandate to advance health equity through socially accountable research. This is especially true in Northern Ontario, where working across institutions is necessary because of underfunding and resource disparities. As we have continued building structures to support research networks

at the forefront of advancing this work it is apparent that there is a lack of institutional pathways to support embedded cross-institutional research and researchers that advance identified shared research needs, values and goals. We see this as both a unique challenge and opportunity in the North specifically. It is an opportunity to strengthen partnerships by recognizing the need to create unique institutional structures built to support and enable cross institutional work. This work is integral for supporting capacity-strengthening and professional development for research trainees and current health workforce, facilitating and amplifying Northern expertise at different provincial and national tables, and reducing a reliance on independent consultants in the health system.

Building Sustainable Growth with Scalable Organizational Design - The Arcand Centre is at a critical juncture in the Centre's growth and development where Centre organizational structures and processes are adapting and maturing to support sustainable growth. With the addition of the new Manager role in 2023, we continued to develop these processes in ways that align our long-term visions and backbone structures to ensure a solid foundation exists to find balance between sustainable and scalable growth. There continues to be increasing demands for the Centre's services and expertise and a recognition that our innovative networked approach and embedded learning health system design structure will allow us to uphold our responsibility to respond to community needs with integrity.

Future Directions & Projected Activities

In 2024 the Centre Leadership held three Visioning Sessions to identify Strategic Priorities for the Centre. These priorities are:

Financial Sustainability - We understand that financial stability and sustainability is integral to the long-term success of the Arcand Centre. Our goals in the next five years are continuing to diversify our funding, including for core operational needs. Priority areas are: Identifying opportunities for Joint Research Chairs and Endowment Strategies, building clinician research pathways, and fostering strong financial governance at the Centre and with NOSM U.

Aligning Governance and Operational Structures - As the Centre continues to clarify and build out foundational operational processes (i.e. Standard Operating Procedures) to support the research networks, we will be in an appropriate place to establish short-term and long-term governance structure plans that are aligned with core Arcand Centre values of social accountability, health equity, and strategic and innovative approaches to system transformation.

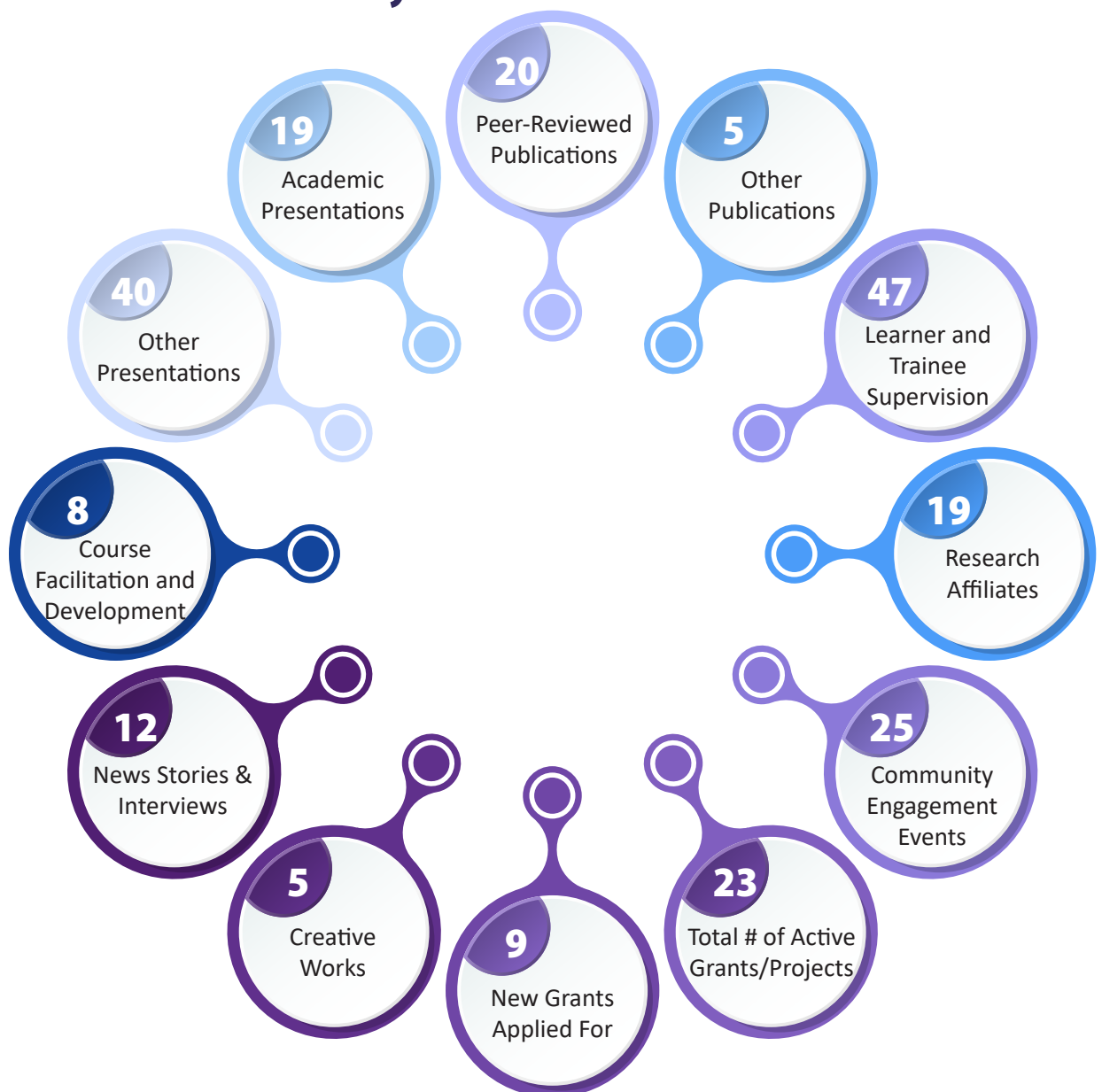
Partnership Engagement - We continue to recognize growing and deepening relationships with the communities we aim to serve as ongoing work that takes time and dedicated attention and resources to do well. As we continue to cultivate trust, nurturing existing relationships and building new ones, we are looking forward to beginning the process of setting up a Partnership Table to ground the Centre governance in interest holder perspectives and assist us in the development and realization of our short- and long-term strategic visions in collaboration with the Centre team, networks, communities, and partners.

Leadership to Support Research Networks - The Centre continues to recognize the value of supporting the growth of research networks to enable timely and relevant interventions into understanding health equity in the North, and to create innovative research training and leadership pathways for emerging leaders who want to make an impact. We understand that building the organizational and research infrastructure to support the Centre's evolving and innovative networked approach requires continuing to leverage the expertise in a slowly growing community of leaders who are building courageous and collaborative research spaces within the post-secondary and Canadian research landscape driven to help understand and respond to community needs.

Impact and Evaluation - Part of creating a research Centre that is socially accountable means being able to measure and share our impacts with NOSM U and our wider communities. As we finalize and roll out core operational processes and move into setting up a strong governance structure, a key priority will be returning to the conceptual impact framework that was developed to inform the early development of the Centre.¹ Now almost five years later, this framework and our theory of change needs updating to reflect the emerging needs and priorities of Northern Ontario and the growth of the Centre.

Over the next 3-5 years we will be working to build out the structures required to work with and across communities and institutional spaces in the North. Our aim is to continue to refine and evaluate our Centre structure so that individuals across our networks and the institutions and organizations we work with have the skills, resources, and research and career and pathways to continue to thrive and serve the health needs of Northern Ontario. The Centre understands the unique opportunity we have to be part of building something new. We look forward to undertaking this exciting challenge together!

Research Productivity



¹ Wood, B., Attema, G., Ross, B., & Cameron, E. (2022). A conceptual framework to describe and evaluate a socially accountable learning health system: Development and application in a northern, rural, and remote setting. *The International Journal of Health Planning and Management*, 37, 59-78.

Appendix A – 2024 Financial Report

NOSM University - Dr. Gilles Arcand Centre for Health Equity: January - December 2024

| Financial Contributions (Revenues) | 2024 | Description of Expenses |
|---------------------------------------|--------------------|---|
| Research Grant Earnings | \$835,047 | Staff salaries & benefits - Research Assistants, Research Associates, Physician Lead, Lead Scientist, Data Analyst; research project expenses |
| Other Funding Earnings | \$394,027 | Staff salaries & benefits (Sources: POPLAR, RISE, NOHFC, TUFH, OSSU) |
| NOSM University In-Kind Contributions | \$20,000 | Finance, HR, Communications, Research Office, and IT support |
| TOTAL | \$1,249,074 | |

Appendix B – Centre Researchers, Affiliates, Staff

Leadership Team

- ▶▶ Alex Anawati (Advocacy Pillar Lead)
- ▶▶ Erin Cameron (Education Pillar Lead)
- ▶▶ Jessica Jurgutis (Arcand Centre Manager)
- ▶▶ Joseph LeBlanc (Community Pillar Lead)
- ▶▶ Barb Zelek (Research Pillar Lead)
- ▶▶ Brianne Wood (Social Accountability & Learning Health System Associate Scientist)



2024 Staff

- ▶▶ Andrew Austin
- ▶▶ Ghislaine Attema
- ▶▶ Amanda Bakke
- ▶▶ Dominique Cava
- ▶▶ Roya Daneshmand
- ▶▶ Kerri Delaney
- ▶▶ Mirna Diab
- ▶▶ Holly Fleming
- ▶▶ Kristine Hart
- ▶▶ Ray Jewett
- ▶▶ Maxwell Kennel
- ▶▶ Meghan Landriault
- ▶▶ Hilary Mettam
- ▶▶ Megan Mertz
- ▶▶ Eloho U. Ologan
- ▶▶ Nicole Parisien
- ▶▶ Gavin Shields
- ▶▶ Lucy Shrestha
- ▶▶ Paige Stevenson
- ▶▶ Hafsa Siddiqui

Research Affiliates

- ▶▶ Jen Bertoni (Queen's University)
- ▶▶ Karla Gharthey (Cambrian College)
- ▶▶ Cynthia Larche (NOSM U Medical Student)
- ▶▶ Taylor Lougheed (North Bay Regional Health Centre)
- ▶▶ Karin Maiwald (The University of British Columbia)
- ▶▶ David Marsh (NOSM U)
- ▶▶ Emma Mensour (NOSM U Medical Student)
- ▶▶ Kristen Morin (NOSM U, HSNRI, ICES North)
- ▶▶ Nusha Ramsoondar (NOSM U Medical Student)
- ▶▶ Lee Rysdale (NOSM U)
- ▶▶ Andrea Raynak (TBRHSC)
- ▶▶ Rylee Restoule (Master of Health Studies Student)
- ▶▶ Holly Sarvas (HSN Simulation Lab)
- ▶▶ David Savage (NOSM U, TBRHSC, ICES North)
- ▶▶ Becky Shorrocks (Lakehead University)
- ▶▶ Hom Shrethsa (Laurentian University)
- ▶▶ Meagan Slack (Ornge)
- ▶▶ Kyle Vader (NOSM U)
- ▶▶ Jane Zhao (University of Toronto)

Friends of the Centre

We do not publish the names of all our individual and organizational friends, but we wanted to recognize their interest and support. This group continues to grow and is an important part of our engagement strategy. As a friend of the Centre, members receive our newsletters and communications about upcoming events and activities.

Appendix C: All Active Grants

Note: \$1,229,074 in Grant Funds Allocated in 2024

| Principal Investigator/s | Agency | Program | Total Awarded Amount (\$) | Project Title |
|------------------------------|---|---|---------------------------|--|
| Cameron Erin | Social Sciences and Humanities Research Council of Canada | New Frontiers in Research Fund | \$180,193.06 | The Transformative Potential of Socially Accountable Education: Understanding Global and Local Perspectives |
| Cameron Erin | Canadian Institute of Health Research (Bruyere Research Institute SubAward) | Project Grant | \$393,509.46 | The population health impact of community-campus engagement: CityStudio |
| Cameron Erin | Social Sciences and Humanities Research Council of Canada | Connection Grant | \$50,000.00 | Leveraging Innovation in Accreditation through Social Accountability & Equity (LIASE): Transforming Health Equity |
| Cameron Erin | Northern Ontario Heritage Fund Corporation | Northern Ontario Internship Program (Research Intern) | \$35,000.00 | Digital Health Research Intern |
| Cameron Erin | Northern Ontario Heritage Fund Corporation | Northern Ontario Internship Program (Research Intern) | \$35,000.00 | Equity and Education Research Intern |
| Cameron Erin | Social Sciences and Humanities Research Council of Canada | Partnership Grant | \$2,426,000.00 | Community-engaged Research in Education, Advocacy, & system Transformation for advancing health Equity (CREATE): Exploring the Transformative Potential of Socially Accountable Research Networks Locally and Globally |
| Cameron Erin | Associated Medical Services | AMS Healthcare Fellowship in Compassion and Artificial Intelligence | \$75,000.00 | Learning to Trust: Advancing human-machine trust pedagogies for a technology enabled compassionate workforce in Northern and rural Canada |
| Cameron Erin Brienne Wood | Ontario Health (Ministry of Health Ontario) (McMaster University Sub Award) | Research Grant | \$71,000.00 | Rapid-Improvement Support and Exchange (RISE) Program |
| Cameron Erin | Obesity Canada | Canadian Obesity Fellowship Program | \$40,000.00 | Advancing Obesity Education: An integrated knowledge translation approach (Kerri Delaney Fellowship Award) |

| Principal Investigator/s | Agency | Program | Total Awarded Amount (\$) | Project Title |
|---------------------------------|---|--|----------------------------------|---|
| Cameron Erin | Associated Medical Services | AMS Project Grant | \$30,000.00 | A Uniquely Different Approach: Amplifying AMS Healthcare's Impact in Northern Ontario |
| Cameron Erin | Northern Ontario Academic Medicine Association | Ontario SPOR Support Unit | \$195,000.00 | Supporting Partnered Clinical Research Across Northern Ontario: A Vital Infrastructure |
| Cameron Erin | Towards Unity for Health | Partnership funds | \$16,250.00 | Social Accountability Fellowship Program |
| Leblanc Joseph | Northern Ontario Heritage Fund Corporation | Northern Ontario Internship Program (Admin Intern) | \$35,000.00 | Research Intern, Equity and Inclusion |
| Leblanc Joseph | Mushkiki Miikan Initiative | Indigenous Targeted Initiatives Fund | \$248,695.60 | Enhancing Support for Indigenous Students in Medical School Pathways |
| Wood Brianne | Health Research Foundation | Research Team Grant in Virtual Care | \$450,000.00 | Fellowship in Health Systems Resilience |
| Wood Brianne | ORNGE | Research Grant | \$50,000.00 | Barriers and Facilitators to Recruitment and Retention of Paramedics for Ambulance Service Employment in Rural and Remote Locations |
| Zelek Barbara | Northern Ontario Academic Medicine Association | AFP Innovation Fund | \$49,811.00 | Prevalence of Metabolic Syndrome and assessing the existing facilitators and barriers in promoting healthy lifestyles in patients with Metabolic Syndrome in Northern Ontario |
| Zelek Barbara | Ministry of Health and Long-Term Care (Queen's University SubAward) | Research Grant | \$175,857.00 | "POPLAR" formerly Ontario pRimAry Care Learning (ORACLE) Network" |
| Zelek Barbara | Northern Ontario Academic Medicine Association | Clinical Innovation Opportunities Fund | \$50,000.00 | Collaborative Quality Improvement in Adolescent Mental Health During the COVID-19 Pandemic: A Geographic Analysis of Administrative Health Data |
| Zelek Barbara | Northern Ontario Academic Medicine Association | AFP Innovation Fund | \$50,000.00 | Routine cancer screening across a COVID-timeline: an integrated primary health care investigation with Kenora All Nations Health Partners |

| Principal Investigator/s | Agency | Program | Total Awarded Amount (\$) | Project Title |
|--------------------------|---|-----------------------------------|---------------------------|--|
| Zelek Barbara | Canadian Institute of Health Research (Unity Health Toronto SubAward) | Operating Grant | \$93,260.00 | Canadian ADaptive Platform Trial of COVID-19 Therapeutics in Community Settings (Can-ADAPT COVID) CANTREAT |
| Zelek Barbara | Northern Ontario Academic Medicine Association | Clinical Innovation Opportunities | \$58,670.00 | Integrating Artificial Intelligence in Primary Care: Assessing Needs and Enhancing Education for Family Physicians in Northern Ontario |
| Zelek Barbara | Northern Ontario Academic Medicine Association | Matching Research Grant` | \$112,500.00 | Supporting Partnered Clinical Research Across Northern Ontario: A Vital Infrastructure |

Appendix E – Bibliography: Peer-Reviewed Publications

Anawati, A., Fleming, H., Mertz, M., Bertrand, J., Dumond, J., Myles, S., ... & Cameron, E. (2024). Artificial intelligence and social accountability in the Canadian health care landscape: A rapid literature review. *PLOS Digital Health*, 3(9), e0000597.

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Chahine, S., Bartman, I., Kulasegaram, K., Archibald, D., Wang, P., Wilson, C., Ross, B., **Cameron, E.**, Hogenbirk, J., Barber, C., Burgess, R., Katsoulas, E., Touchie, C., & Grierson, L. (2024). From admissions to licensure: education data associations from a multi-centre undergraduate medical education collaboration. *Advances in health sciences education: theory and practice*, 29(4), 1393–1415. <https://doi.org/10.1007/s10459-024-10326-2>

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