



NOSM
UNIVERSITY

20/25

PRESIDENT'S REPORT.

MAY 15 – SEPTEMBER 22, 2025

CONTENTS

Strategic Plan	5
Expansion Progress	6
Progress on Research Capacity/Independence	8
Dr. Green's Research Publications	9
Financial and Organizational Efficiency/Sustainability	10
Advancement Goals	12
Alumni Relations	12
Interest Holder Engagement	13
Notable Meetings, Conferences and Events	14
Northern Routes	15
Media Relations	16
Select Media Clippings	17



STRATEGIC PLAN

NOSM University is progressing through the second round of consultations for its 2026–2030 Strategic Plan. In the first phase, more than 700 interest holders were engaged, including community partners, learners, faculty, and staff. Feedback from surveys and interviews has highlighted several key insights. There is a strong emphasis on community engagement and partnerships across Northern Ontario, a focus on addressing health disparities and strengthening relationships with Indigenous communities, and a need to advance education and training programs that reflect regional priorities while supporting learner retention and faculty development. Recurring themes from consultations reflect a shared commitment to improving health education, supporting the workforce, and enhancing community connections. Delivering on NOSM University's core mandate was identified as a priority by the majority of participants.

Respondents rated the current mission, vision, and values highly, suggesting broad alignment with institutional aspirations. At the same time, there is recognition of opportunities to strengthen commitments to equity and rural health. Based on steering committee guidance and interest-holder feedback, the revised mission, vision, and values reflect the North as central to the University's purpose, prioritize health equity, emphasize practical, meaningful change, and reaffirm the importance of strong community partnerships.

To reflect these priorities, four strategic pillars have been developed. The first pillar focuses on delivering exceptional health education for Northern communities through culturally responsive curricula, improved access for Indigenous, Francophone, and rural learners, community-led teaching models, and programs that meet local needs sustainably. The second pillar strengthens partnerships with community, education, and health organisations to enhance collaboration, align academic offerings, and jointly pursue

opportunities in research, education, and health. The third pillar aims to advance research in Northern Ontario by building internal capacity, fostering learner and faculty research capabilities, and expanding access to research grants. The fourth pillar focuses on strengthening the University's foundations through modernised academic and administrative models, sustainable infrastructure, and institutional alignment to support commitments to Indigenous, Francophone, and rural health.

The validation survey closed on September 23. The four strategic pillars will now be finalised to ensure they reflect interest-holder priorities and provide a clear, actionable framework for results. Each pillar will have an assigned sponsor responsible for coordinating initiatives and overseeing implementation, while each initiative will have a designated lead accountable for delivering its outcomes. This structure ensures clear ownership, alignment, and accountability as we move from strategy to execution.

EXPANSION PROGRESS

Within Family Medicine, residency positions are expanding from 51 to 58 in July 2026, with distribution calibrated to community readiness and faculty capacity.

NOSM University is advancing a pan-Northern Primary Care Teaching Clinic (PCTC) approach designed for our distributed context, emphasizing scalable hub-and-spoke models, pooled supervision, interprofessional teams, and dedicated teaching space to protect educational quality as growth proceeds.

In June 2025, NOSM University received its provincial allocation letter and received the largest allocation across Ontario medical schools. Details remain embargoed pending ministry communications and formal agreements. In the interim, we are maintaining activation-

readiness [governance/operating model, placement and supervision capacity, resource mapping] so we are positioned to move quickly once we are able.

Community engagement continues through various strategies, including being anchored in our community site visits. Dr. Dave McLinden has completed 21 community visits since starting in his role of Clinical Expansion Lead on October 1, 2024. Emerging themes include the need for increased communication and collaboration, and issue of the rise of transportation and housing costs, which are being fed back into expansion planning.

To support coherent and sustainable growth in Family Medicine, NOSM University's Family Medicine Strategic Unit (FMSU) will be re-engaging the Department of Family Medicine (DFM) work, focusing on governance, standards, faculty engagement pathways, and Secretariat function, following the conclusion of the University's strategic planning. This work will be explicitly aligned with NOAMA's Board strategic plan to ensure role clarity, coordinated supports across sites and streams, and protection of educational quality.

UME recently achieved full accreditation; however, the next cycle will examine growth-related needs including additional faculty, clinical sites, and learner affairs capacity.

Family Medicine received its CFPC Residency Accreditation Committee outcomes letter for the May 2025 external review—Accredited Program, with follow-up via External Review due November 30, 2027. Action planning is underway against identified AFIs, with progress tracked through PGME governance.

PROGRESS ON RESEARCH CAPACITY/INDEPENDENCE

Significant progress has been made toward advancing research capacity and research independence at NOSM University. We continue to strengthen the infrastructure, policies, and collaborations necessary to support faculty and student research. The Board-approved Research Intellectual Property Policy has been successfully implemented, and the Research Administration Policy is currently in consultation, with approval targeted for the February Board meeting. To further reinforce our research administration infrastructure, we established both a Research Administration Working Group and a Research Ethics Board Task Force, in partnership with Lakehead and Laurentian Universities as well as our affiliated hospitals, to clarify governance structures and streamline pathways for faculty research. In addition, the newly formed Animal Care Committee has advanced work on achieving Good Animal Practice certification, including the hiring of a consulting veterinarian and leasing of facilities at HSNRI.

We are actively strengthening agreements with Academic Health Science Centres, Research Institutes, and hospitals to streamline research support and remain on track for a fall submission of our Tri-Agency administration application. Community engagement continues to play a central role in our research ecosystem, as demonstrated by the successful hosting of the 20th Annual Northern Health Research Conference in Thunder Bay, which brought together more than 155 participants. Our graduate research training capacity also continues to grow, with 30 students enrolled in the Master of Medical Studies program, alongside five additional students from Brock University enrolled through our new partnership with their Master of Public Health program. Further fostering interdisciplinary collaboration, AI North has emerged as a facilitator of research across multiple domains.

Faculty members are achieving national recognition for their research excellence. Recent awards include an NSERC Discovery Grant and Early Career Researcher Launch Supplement for Dr. Gustavo Ybazeta, and a two-year New Frontiers in Research Fund grant of \$250,000 for Dr. Sujeenthara Tharmalingam. Additionally, major funding successes pending public announcement include a \$757,350 CIHR Project Grant awarded to Dr. Robert Ohle and a \$803,251 CIHR Project Grant awarded to Dr. Erin Cameron in partnership with Bruyère Health Research Institute. These achievements reflect not only the calibre of NOSM University researchers but also the growing impact of our research enterprise in advancing health equity and innovation across Northern Ontario.

DR. GREEN'S RESEARCH PUBLICATIONS

- [Sociodemographic variation in use of and preferences for digital technologies among patients in primary care](#)
- [Practice Facilitation to Support Primary Care Physicians With COVID-19 Vaccine Uptake: A Randomized Clinical Trial](#)
- [Family Physicians in Focused Practice in Ontario, Canada: A Population-Level Study of Trends From 1993/1994 Through 2021/2022](#)
- [Trends colliding](#)
- [Characteristics of patients seeking skin-related minor ailment pharmacy services in Ontario, Canada: a population-based cross-sectional study](#)

FINANCIAL AND ORGANIZATIONAL EFFICIENCY/SUSTAINABILITY

To strengthen financial and organizational efficiency and sustainability, NOSM University has focused on improving financial oversight and long-term budgeting strategies. Building on the university-wide budgeting process introduced in 2023, greater responsibility, accountability, and autonomy have been placed with budget holders in the annual process. This approach includes the identification of emerging financial pressures and opportunities for cost savings through pausing or deferring expenditures and reallocating resources. Financial implications and pressures are now also discussed at the Expansion Task Force to promote open and transparent dialogue among academic leaders when making operational decisions.

The Board's Finance Audit and Risk Management (FARM) committee has been strengthened by increasing the number of members with strong financial acumen and expanding the number of sub-committees—including Investment, Efficiency/Accountability Review, and Capital Master Planning—to ensure stronger financial oversight. With the support of NOUS Consultants, the University completed the Government of Ontario-mandated Efficiency Accountability Review (EAR) and worked with the Treasury Board Secretariat (TBS) to complete an audit of NOSM University's finances in relation to compliance with various Government Transfer Payment Agreements. A number of recommendations from both the EAR and TBS review will be implemented between 2025 and 2027.

Efforts to optimize administrative structures have also advanced. As part of the EAR and through the work of NOUS, a review of operational structures has begun to identify opportunities for increased synergies and efficiencies through integration and centralization of workflows. This includes consolidating various services into

single operational or business areas, such as learner support services, policy and regulatory compliance, oversight of learner mistreatment and harassment investigations, and procurement oversight. Preparation has also begun to position NOSM University for successful Tri-Council funding applications by continuing to enhance and refine administrative and financial structures and policies. In parallel, NOSM University has adjusted its internal decision-making structures, with the establishment of the Executive Group as the primary decision-making body, further strengthening governance and senior leadership processes.

In addition, NOSM University is working to diversify revenue sources through philanthropy, partnerships, and government funding. As part of this effort, virtual meetings have been conducted with all Northern Ontario MPPs and MPs across parties to introduce the new President and reinforce the ongoing need for government support in ensuring an adequate physician workforce for Northern Ontario. Financial submissions and business cases have been made to the Ontario Ministry of Health, the Ministry of Colleges, Universities, Research Excellence and Security, the Northern Ontario Heritage Fund Corporation, and FedNor to secure financial assistance for both existing and new programs. If successful, these initiatives will enable NOSM University to continue delivering on its government-directed mandate to improve access to care in the North while serving as a catalyst for MD Program expansion goals. Advocacy has also included hosting the Hon. Minister George Pirie and the Hon. Minister Nolan Quinn at NOSM University's East Campus this past summer to build relationships and reinforce the case for continued government support. Finally, the creation of a Board-led Investment Committee has strengthened NOSM University's investment strategy, resulting in greater returns on investments that directly benefit learners who depend on annual bursaries.

ADVANCEMENT GOALS

In fiscal 2025, we secured over \$1 million in donations. In the first quarter of 2026, more than \$300,000 has been raised. While the early results this year are modest, we are working to secure a \$5 million commitment and have another \$5 million currently under solicitation.

ALUMNI RELATIONS

Alumni engagement continues to strengthen through a series of new initiatives and relationship-building activities. 20th Anniversary events have included Alumni including an Alumni dinner held in Toronto in May. Several articles have been written about NOSM University Alumni with a focus on charter class graduates. Readership and engagement of the quarterly Alumni newsletter continue to be strong and exceed industry standards.

INTEREST
HOLDER
ENGAGEMENT

INTEREST
HOLDER
ENGAGEMENT

INTEREST
HOLDER
ENGAGEMENT

75

NOTABLE MEETINGS, CONFERENCES AND EVENTS

February 13 – September 19, 2025

- National Consortium for Indigenous Medical Education (NCIME) Board meetings x 5
- Senate & Executive Governance Committee
- Executive Group
- Board of Governors & Executive
- Senior Leadership Group
- Council of Ontario Faculties of Medicine (COFM) x 5
- Indigenous Reference Group
- FARM Committee
- Expansion Task Force x 4
- Thunder Bay Regional Hospital Science Centre Board meeting
- FM Primary Care Meeting
- Ontario Medical Association Annual Day of Action
- Rotary Presentation
- Donor Meetings
- Northwestern Ontario Municipal Association (NOMA) Presentation
- Health and Life Sciences Sector Breakfast
- International Congress on Academic Medicine Conference (ICAM)
- Association of Faculties of Medicine (AFMC) Board x 2
- AMS Healthcare Conference
- Society of Rural Physicians of Canada (SRPC) Conference
- Northern Lights Conference
- Northern Constellations/Connections Conference
- Achievement Celebration
- Alumni Dinner
- PGMEC Retreat
- Convocation
- Northern Health Research Conference
- Canadian Medical Hall of Fame Induction Ceremony
- PGME Orientation
- Manitoulin Island Community Visit
- Weeneebayko Area Health Authority (Moose Factory) Visit

INTEREST HOLDER MEETINGS

- MPP Holland
- Mayor Nuttall (Barrie)
- Minister Nolan Quinn (Minister of Colleges, Universities, Research Excellence and Security (MCURES))
- Minister George Pirie (Minister of Northern Economic Development and Growth)
- MPP Fedeli (North Bay)
- MPP Rosenberg (Algoma-Manitoulin)
- Mayor Chirico (North Bay)
- MP Lapointe (Sudbury)
- Community Tours: Marathon, Wawa, Blind River, Espanola, Kapuskasing, Hearst, Kirkland Lake, Temiskaming Shores, Parry Sound, Midland, Huntsville, West Nipissing, Bracebridge, North Bay, Atikokan, Fort Frances, Red Lake, Dryden, Sioux Lookout
- Town Halls: Sudbury, Thunder Bay, Sault Ste. Marie, Timmins, Kenora, North Bay

NORTHERN ROUTES

6 BLOGS

- January 28, 2025: [Celebrating 20 Years](#)
- February 20, 2025: [Empowering Health Equity](#)
- April 14, 2025: [Amplifying Impact Through Community Engagement](#)
- June 25, 2025: [Celebrating achievement, touring Northern Ontario and shaping the future](#)
- August 6, 2025: [Strengthening Northern Roots: Research, Residency, and Renewal](#)
- September 2, 2025: [20 Years of NOSM University](#)

36,901

TOTAL SENDS

6

CAMPAIGNS

25.1%

OPEN RATE

1.7%

CLICK RATE

23.5%

INDUSTRY AVERAGE
OPEN RATE

MEDIA RELATIONS

[January 1 – September 22, 2025]

- Ad equivalency: \$32,340,878
- Total Audience Reach: 2,880,706,496
 - Print: 1,421,684
 - Online: 2,869,604,280
 - TV: 6,638,971
 - Radio: 3,041,561
- Number of releases: 10
- Mentions [Media Items]: 2,669

COVERAGE VOLUME & POTENTIAL AUDIENCE REACH

	Coverage Volume	Potential Audience Reach
Print	62	1,409,849
Online	2,300	2,680,447,081
TV	83	5,116,989
Radio	224	1,574,738
Magazine	0	0

SELECT MEDIA CLIPPINGS





