



# PRESIDENT'S REPORT.

FEBRUARY 19, 2026 - MAY 4, 2026

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## OVERVIEW

Since the last update, NOSM University has continued advancing several strategic priorities aligned with Rooted in the North 2026–2030. Progress is being made toward provincially approved growth targets, with 92 first-year MD admission offers issued this year compared to 88 last year. As part of the University’s Capital Master Plan process, early planning work is also underway to assess future infrastructure and teaching capacity needs across Northern Ontario, including exploration of a potential full four-year undergraduate medical education campus model in Sault Ste. Marie, building on the community’s established role as a strong clinical teaching site. Planning remains in the preliminary stages, and any future expansion decisions will be subject to Board approval, accreditation requirements, government partnership, available resources, and continued community engagement.

NOSM University also achieved strong results in the 2026 Canadian Resident Matching Service (CaRMS) match cycle, with 96 per cent of undergraduate medical education learners successfully matching to residency programs across Canada and 29 of 30 postgraduate residency positions filled following the second iteration, including full matches across several Family Medicine and Royal College streams. These results continue to demonstrate strong national demand for NOSM University learners and programs and reflect the strength of the University’s distributed, community-engaged medical education model.

# STRATEGIC ALIGNMENT

*Operationalize the new Strategic Plan through clear key performance indicators (KPIs), transparent progress reporting, and accountability mechanisms that align initiatives with institutional priorities and interest holder expectations.*

Since Board approval of Rooted in the North (2026–2030), the University has moved from planning into early implementation, with a continued focus on disciplined execution, accountability, and alignment with institutional priorities.

Executive sponsors remain engaged across all initiatives, and initiative leads have begun operational planning within their portfolios. Early efforts have focused on confirming priority activities, sequencing work, and ensuring implementation remains phased and achievable over the five-year horizon. This approach supports effective risk management and maintains a clear connection between strategic intent and operational delivery.

The Data Stewardship Office has initiated consultations with the initiative leads to operationalize key performance indicators and establish consistent approaches to data collection, measurement, and reporting. The Data Readiness Map supports early identification of data requirements and gaps, enabling a structured and evidence-informed approach to performance monitoring.

Work is also underway to define the structure and cadence of Strategic Plan reporting to the Board, including alignment with existing governance processes to ensure clarity, transparency, and effective oversight.

Financial planning to support implementation is advancing in parallel. Portfolios are aligning initiatives with existing resources while identifying areas requiring reallocation, phased investment, or external funding. This includes consideration of operating pressures and opportunities for government and philanthropic support to enable sustainable implementation.

Overall, implementation is progressing with strong cross-portfolio engagement and a focus on establishing the systems and supports required for successful execution. A further update will be provided at the May Board meeting, including early progress and a proposed framework for ongoing reporting.

## FINANCIAL STEWARDSHIP & INSTITUTIONAL EVOLUTION

*Address structural deficits through disciplined financial management while advancing program expansion and diversification. Position NOSM University for its next stage of growth—from a medical school to a comprehensive university—through thoughtful academic development, resource optimization, and strategic partnerships.*

A key priority within NOSM University's new strategic plan is the stabilization and long-term planning of its capital infrastructure. The University is experiencing significant growth while also facing uncertainty regarding its long-term tenure on both its Sudbury and Thunder Bay campuses.

In response, substantial progress has been made toward the development of a 15-Year Campus Master Plan (CMP), which will guide the NOSM University Board of Governors in strategic decision-making related to real estate, infrastructure, and resource allocation, including equipment and human capital. The potential addition of a full campus in Sault Ste. Marie is also being explored as a future opportunity to address teaching capacity needs across Northern Ontario. A final draft of the CMP is currently under review by the Board's Finance, Audit and Risk Management Committee and is scheduled for presentation to the Board in June 2026.

The CMP will assess future space requirements associated with academic program growth, including the expansion of undergraduate and postgraduate medical education, as well as opportunities for increased efficiency through evolving space utilization, emerging technologies, and changing workforce models such as alternate work arrangements. The CMP is also a prerequisite for seeking provincial capital funding approval, a process that may extend over several years.

Succession planning for senior leadership remains a parallel strategic priority. The recruitment process for the Vice-President, Research and Graduate Studies is underway, supporting continuity within that portfolio. The recruitment of the Vice-President, Finance and Operations has been successfully completed, with the successful candidate assuming the role effective September 1, 2026.

NOSM University continues to demonstrate disciplined financial stewardship while positioning the institution for its next phase of growth as a comprehensive university. For the 2026–27 fiscal year, the University is managing ongoing operating pressures driven by inflation, static base and per-learner funding, and the financial requirements associated with program expansion. In response, a more controlled and disciplined budget approach has been implemented to enhance transparency, mitigate risk, and ensure alignment with institutional priorities.

The Board's Finance, Audit and Risk Management Committee has endorsed a budget reflecting a \$1.5 million deficit for 2026–27, alongside a Recovery and Sustainability Plan aimed at offsetting approximately \$1.3 million. The Administration will continue to advance these measures throughout the fiscal year while identifying additional opportunities for cost containment.

At the same time, the University continues its government advocacy efforts and is engaged in ongoing discussions with both the Ministry of Health and the Ministry of Colleges, Universities Research Excellence and Security to address long-term financial sustainability and support NOSM University's continued growth and evolution.

## **ADVANCEMENT & FUNDRAISING**

*Implement targeted fundraising, partnership, and naming initiatives to generate new revenue streams and strengthen donor engagement, with a defined goal of securing \$5 million in new commitments in alignment with NOSM University's strategic priorities.*

Progress toward Advancement priorities continues, with \$429,332 in new revenue secured between February 1 and April 30, including a significant estate gift. While the \$5 million commitment associated with this goal has been achieved, efforts are now focused on identifying additional funding priorities aligned with NOSM University's Rooted in the North strategic plan and building a strong pipeline of future support.

Donor engagement remains a key focus, highlighted by a Toronto event recognizing longstanding and major donors whose support has significantly advanced NOSM University over the past five years. Additional cultivation activities included a dedicated lunch to the donors who supported the creation of the Circle for Indigenous Health. Campus-based events are being planned in Thunder Bay and Sudbury designed to introduce new prospective supporters to the University, our impact across the North and strategic priorities.

Alumni engagement activities continue to build connection and pride across the NOSM University community. Recent national events, including receptions held alongside ICAM and SRCP, were well attended and provided meaningful opportunities to reconnect with graduates. Recognition initiatives, including the presentation of alumni awards, further reinforce long-term relationships and contribute to a growing and engaged alumni network that supports the University's mission.

NOSM University recognized outstanding alumni contributions through its annual awards program. Dr. Roger Strasser, Founding Dean Emeritus, was honoured with the Honorary Alumni Award for his transformative leadership in establishing NOSM University as an internationally recognized model of socially accountable, distributed medical education. The Distinguished Alumni Achievement Award was presented to Dr. Nicole Zavagnin for her significant contributions to medical education, leadership, and community-based care across Northern Ontario. The Rising Star Award was awarded to Dr. Sarah Habinski in recognition of her early-career impact in child and adolescent psychiatry, including her leadership in expanding access to mental health services in Northwestern Ontario. These awards highlight the continued impact of NOSM University graduates and leaders in advancing health care across the North and beyond.

## **RESEARCH GROWTH & INNOVATION**

*Expand NOSM University's research enterprise by establishing independent Tri-Agency status, and later, increasing Tri-Agency competitiveness and funding, building infrastructure and expertise to support transformative, interdisciplinary, and collaborative research, and leveraging talent and partnerships across Northern Ontario communities — with a deliberate focus on advancing Francophone and Indigenous research priorities, partnerships, and opportunities.*

Progress continues in advancing NOSM University's research enterprise and positioning the institution for independent Tri-Agency status. The University's Tri-Agency eligibility application was submitted in early March, with the federal agencies indicating an anticipated review timeline of approximately four months. As part of this process, a concurrent review by the Canada Foundation for Innovation was also requested to support alignment of research infrastructure and funding readiness. In parallel, the application

to the Canadian Council on Animal Care for Good Animal Practice certification was submitted in April. The review will proceed in two stages, beginning with an assessment of the animal use program, followed by a review of the animal care facility. The initial review is scheduled for July 16 this summer and, pending a satisfactory outcome, certification will be granted. Achievement of this certification is a required step toward full Tri-Agency eligibility to independently administer research funding.

These milestones represent critical progress in strengthening NOSM University's research capacity, infrastructure, and competitiveness. They also reflect the broader momentum captured in the Annual Research Report, included in the Board package, which highlights the scale and impact of research grounded in Northern Ontario and shaped by community priorities. Under the theme Rising Up, the report showcases work addressing pressing regional health challenges, including the opioid crisis, inequities in access to care, clinical decision-making, cancer outcomes, and health workforce sustainability.

Together, this progress demonstrates NOSM University's continued growth as a socially accountable medical university with a research enterprise that is increasingly collaborative, community-engaged, and connected to national and global research efforts. Through the work of faculty, learners, the Dr. Gilles Arcand Centre for Health Equity, AINORTH, and an expanding network of partners, NOSM University is advancing interdisciplinary research that supports health equity, knowledge mobilization, and meaningful change across Northern Ontario, with a continued focus on Indigenous and Francophone research priorities and partnerships.

# ENGAGEMENT, LEADERSHIP & CULTURE

## NOTABLE MEETINGS, CONFERENCES AND EVENTS

- National Consortium for Indigenous Medical Education (NCIME) Board
- Thunder Bay Regional Health Sciences Centre (TBRHSC) Board
- TBRHSC/NOSM U Joint Relations Committee
- Council of Ontario Faculties of Medicine (COFM) Board
- Association of Faculties of Medicine (AFMC) Board
- AFMC Standing Committee of Research & Innovation
- AFMC Executive Committee
- Health Sciences North Research Institute (HSNRI) Board
- Joint Relations HSN/HSNRI/NOSM U
- Lunch with Year 2 Learners -Sudbury & Thunder Bay
- Donor Meetings x 3
- Donor Event-Toronto
- NOSM University Check Up
- FedNor Announcement Event
- Meetings with the Ministry of Colleges, Universities, Research Excellence
- International Congress on Academic Medicine (ICAM) Conference
- Earth Day Celebration Event
- PGME Accreditation Summit
- Northern Constellations Conference
- Indigenous Health Research & Innovation Gathering
- Francophone Reference group meeting

## INTEREST HOLDER MEETINGS

- Meeting with Deputy Minister Deborah Richardson & Tour of Thunder Bay Campus
- Meeting with Minister George Pirie
- Presentation to Intergovernmental Affairs Committee -City of Thunder Bay
- Meeting with President of Algoma University
- NOAMA Board Meeting
- Media Interviews, CTV, Toronto Star, CBC
- NOMA Speaking Engagement and Gala Dinner

## NORTHERN ROUTES

### 1 BLOG

- March 3, 2026: [Rooted in the North](#)

## EARNED MEDIA

- Mentions (media items): 702
- Ad equivalency: \$6,563,634

	Coverage Volume	Potential Audience Reach
Print	28	668,619
Online	495	499,911,186
TV	51	6,851,040
Radio	128	43,787
Total	702	507,474,632

# MEDIA RELATIONS

(February 19, 2026 - May 4, 2026)

# ANISHINABEK NEWS.ca

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## Distinguished Anishinaabe researcher talks adverse childhood experiences

*March 17, 2026*

*By Rick Garrick*

THUNDER BAY – Pays Plat’s Chris Mushquash highlighted how adverse childhood experiences (ACEs) are increasing among First Nations people during Lakehead University’s Distinguished Researcher Talk: Community-led Indigenous Mental Health and Addiction Research on Feb. 26. Mushquash, professor in the Department of Psychology at Lakehead University and the Northern Ontario School of Medicine University, clinical psychologist at Dilico Anishinabek Family Care, vice president research at the



Boozhoo  
Christopher Mushquash, Ph.D., LL.D. (h.c.), FRSC, C.Psych.  
The I Canada Research Chair in Indigenous Mental Health and Addiction Professor, Department of Psychology (Lakehead University and NOSM) Psychological, Dilico Anishinabek Family Care  
Director, Centre for First and Northern Health Research  
Vice President Research, Thunder Bay Regional Health Sciences Centre  
Chief Scientist & Lead Research Officer, Thunder Bay Regional Health Sciences Centre

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**TRAINING DETAILS**

May 4, 2026 - Aug 28, 2026


Sun - 9pm, Monday - Friday

Motion Industries, North Bay, ON

**HOW TO SIGN UP**

Access the QR code to register

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**Up North**  
with Jonathan Pinto

▶

NOSM U Camp Med celebrates 20 years this summer

6 mins

Aired Feb 25, 2025

Applications are now open for the 20th year of a summer camp program run by NOSM University. Camp Med gives high school students a taste of the healthcare field in the hope that they might one day consider a career in medicine. CBC's Amy Hadley spoke to NOSM U director of admissions and learner recruitment, Katie Biasiol, to learn more.

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# Early seeds planted to establish NOSM U campus in Sault Ste. Marie

The consultant group will provide recommendations on the development of a full campus for years one to four for undergraduate medical education in Sault Ste. Marie.

Elaine Della-Mattia

Published Apr 14, 2026 • Last updated Apr 15, 2026 • 3 minute read

Join the conversation



City council is contributing \$25,000 towards a new Northern Ontario School of Medicine University campus study in Sault Ste. Marie. PHOTO BY ELAINE DELLA-MATTIA /The Sault Star

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# 'Exciting time': Orillia Family Medicine Teaching Unit growing

'I'll be training in a strong, supportive learning environment while living in a close-knit community with a great food and sports scene that truly feels like home'

OrilliaMatters Staff  
Apr 14, 2026 6:00 PM

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1 / 3 Dr. Kush Patel, 2026 First-Year Resident, OSMI FMT | Orillia Soldiers' Memorial Hospital

Listen to this article  
00:04:21

NEWS RELEASE  
ORILLIA SOLIDERS' MEMORIAL HOSPITAL

As the Orillia Family Medicine Teaching Unit (FMTU) prepares to enter its second year this July, the program is already experiencing early growth. Originally anticipating an intake of four first-year residents annually, five residents have now matched for 2026.

Family Medicine Matters: Real Stories, Real Solutions

OCTOBER 30, 2025 - EPISODE 1 - 42 MIN

### Dr. Sarah Newbery on driving change in family medicine

Family Medicine Matters

▶ Play

Dr. Sarah Cook speaks with rural family physician Dr. Sarah Newbery, from Marathon, Ontario, about how team-based care helps meet community needs sustainably. They discuss how doctors working closely together build a strong culture that drives meaningful change, and why family medicine is so important to our health care system.

This podcast series is eligible for non-certified Mainpro+ credits. Participants may also earn additional Certified Assessment credits by completing a Linking Learning exercise.

The views and opinions expressed in this podcast are those of the guest(s) and do not necessarily reflect the views or opinions of The CFPC or the interviewer. This content is for informational purposes only and does not constitute medical or other advice.

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Sujet, émission ou autre ma

Au rythme du Nord | Jeudi 5 mars 2026

### L'UEMNO veut recruter plus de futurs médecins autochtones


Jeudi 5 mars 2026

Lancer l'écoute  
30 min

L'Université de l'École de médecine du Nord de l'Ontario  
PHOTO: Getty Images / Joe Raedle

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## Med school expansion aims to keep docs in the north

*FedNor funding could double the amount of grads within four years*

Andrew Aulio  
Published Apr 24, 2026 • Last updated Apr 24, 2026 • 5 minute read

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Dr. Owen Prowse, vice president, clinical partnerships and hospital relations with NOSM University  
PHOTO BY SUPPLIED


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## Magnus Theatre partners with NOSM U to host 'The Waiting Room'

The performance will take place on Monday, March 30, at 6:30 p.m.

 Nicky Shaw  
Mar 19, 2026 2:00 PM



1 / 2 Magnus Theatre in Thunder Bay in a 2024 file photo. | Nicky Shaw

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## NOSM U's retired dean still city's top-paid public servant in 2025

Dr. Sarita Verma was on a one-year paid administrative leave following her fall 2024 retirement, and also had a 'one-time retroactive adjustment related to previous years' employment'

 Heidi Ulrichsen  
Apr 9, 2026 1:00 PM  
Updated Apr 9, 2026 2:11 PM



Dr. Sarita Verma. | Len Gillis / Sudbury.Com

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## Sudbury's post-secondary schools welcome end to tuition freeze, more funding

*The Sudbury Partnership for Higher Education says the changes are badly needed*

Star Staff and Canadian Press  
Published Feb 14, 2026 • Last updated Feb 16, 2026 • 5 minute read

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Daniel Giroux, president of Collège Boréal, signs a leasing agreement with Serge Miville, president and vice-chancellor of Université de Sudbury. Sudbury's post-secondary schools are welcoming

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## Sault Ste. Marie named new pediatric training site

By Darren Macdonald  
Updated: March 17, 2026 at 6:15PM EDT  
Published: March 16, 2026 at 2:25PM EDT

**First-ever pediatric residents to train fully in Sault Ste. Marie**  
In a first for Sault Ste. Marie, 11 NQSM medical residents arrive July 1, including two pediatric trainees who will complete their first year entirely in the Sault. The cohort spans family medicine, psychiatry, public health and emergency medicine.



01:08 / 02:20

In a first for the Sault, 11 NQSM medical residents arrive July 1, including two pediatric trainees who will complete their first year entirely in the city.

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## Study exposes 'critical gap' in youth addiction care

By Amanda Hicks  
Published: February 25, 2026 at 6:02AM EST

**Sudbury research highlights youth addiction care failures**  
Study of youth ER visits for substance use in Sudbury reveals a critical gap: 19-24-year-olds lack follow-up care, driving repeat crises. Findings show that without a "warm handoff" within 72 hours, the system fails its most vulnerable, Amanda Hicks explains.



KRISTEN MORIN  
HSNR RESEARCHER

00:31 / 02:09

Study of youth ER visits for substance use in Sudbury reveals a critical gap: 19-24-year-olds lack follow-up care, driving repeat crises.

CTV NEWS Local Watch Trade War In Pictures CTV Your Morning Shop

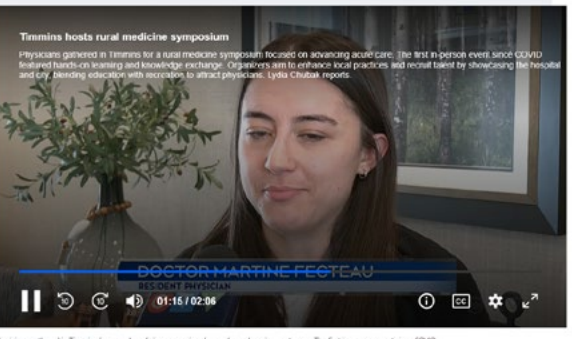
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Northern Ontario | News

## Acute care in the north: Timmins conference tackles rural medicine

By Lydia Chubak  
Published: March 01, 2026 at 9:50AM EST

**Timmins hosts rural medicine symposium**  
Physicians gathered in Timmins for a rural medicine symposium focused on advancing acute care. The first in-person event since COVID featured hands-on learning and knowledge exchange. Organizers aim to enhance local practices and recruit talent by showcasing the hospital and city, blending education with incentives to attract physicians, Lydia Chubak reports.



DOCTOR MARTINE FECTEAU  
FELICITY HOSPITAL

01:16 / 02:06

Physicians gathered in Timmins for a rural medicine symposium focused on advancing acute care. The first in-person event since COVID.

Physicians and medical learners flocked to Timmins for an educational symposium. The theme of the two-day conference was about advancing acute care in rural medicine.

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Thunder Bay

## Health equity key in Northern Ontario School of Medicine University's new 5-year plan

School focuses on recruitment and retention of physicians to fill gaps in region

Sarah Law - CBC News - Posted: Mar 11, 2026 8:30 AM EDT | Last Updated: March 11

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Dr. Michael Green is president, vice chancellor, dean and chief executive officer of NQSM University. (Marc


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## Hiring new doctors 'alleviates a lot of the pressure' in small city

The Dryden Regional Health Centre announced that the third doctor who has graduated from NOSM University since August 2025 has started her practice.

 [Matt Prokopchuk, Local Journalism Initiative Reporter](#)  
Mar 26, 2026 11:30 AM





(FILE)

journal  
**LE VOYAGEUR**

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## Laïla Faivre ou comment transformer les barrières en leviers de leadership

JULIAINE TCHADIEU



débats entourant la « loi 2 » sur la rémunération des médecins au Québec.



Mélanie Goulet est coordonnatrice du recrutement des professionnels de la santé à l'hôpital Notre-Dame à Hearst et coordonnatrice administrative de la communauté à l'Université de l'EMNO.

PHOTO : AVEC LA PERMISSION DE MÉLANIE GOULET

Finalement, quelques-uns ont décidé d'offrir des services temporaires. Mais le succès, selon Mme Goulet, est avant tout d'avoir fait connaître les possibilités d'avoir une pratique en français en Ontario. « Ça nous a ouvert la possibilité de



**The Chronicle-Journal  
(Thunder Bay, ON)**

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Thursday, April 2, 2026

The Chronicle-Journal  
(Thunder Bay, ON)

• p. A1,A3

• 624 words



## Plan looks to keep doctors working in North

Medical student numbers expected to take massive jump in coming years

DOUG DIACZUK

Nearly \$2 million in federal funding will allow more medical students to train in rural and remote communities across the North and nearly double the number of students at the Northern Ontario School of Medicine University in the next four years.

On Wednesday, \$1.96 million in funding was announced for the Northern Ontario School of Medicine University (NOSM University).

dated our video conferencing. It's for those sorts of things to allow our community partners to have more of our learners on site."

Of the 87 training facilities, five are located in hospitals in Sudbury, North Bay, Sault Ste. Marie, Thunder Bay, and Timmins. An additional 13 locations are classified as comprehensive community clerkship sites where students spend eight months in a smaller community doing family medicine or other specialties.

THE CHRONICLE-JOURNAL/DOUG DIACZUK Mike Green, president and dean of the Northern Ontario School of Medicine University, said more students will be supported to learn in remote and rural communities.

are expecting the total number of students in its doctor of medicine program to increase from 425 to 852 in the next four years.

According to Green, NOSM University has already grown the number of funded