



Ministry of Training, Colleges and Universities

## **Institutional Vision, Proposed Mandate Statement and Priority Objectives**

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A submission to begin the process of developing strategic  
mandate agreements (SMAs):

*To: Minister Glen Murray  
The Ministry of Training, Colleges and Universities*

*From: Dr. Roger Strasser, Dean and CEO  
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*Submitted September 28, 2012, by e-mail directly to the Minister:  
Glen.R.Murray@ontario.ca*

# **NORTHERN ONTARIO SCHOOL OF MEDICINE**

## **Part 1: Northern Ontario School of Medicine - Mandate Statement**

Since its official opening in 2005, NOSM has made great strides in establishing itself as a leader in distributed medical and health professional education. The next evolutionary phase will build on this success, positioning NOSM to be a leader both nationally and internationally as an innovator in distributed, learner-centred, community-engaged education and research.

With our new Vision, Innovative Education and Research for a Healthier North, NOSM is committing to a focus not only on its own advances in education and research, but on pushing those advances to improve the broader population health of the North. We will achieve this by investments in our mandate, collaborations with partners, and continued engagement of our communities.

NOSM will continue to enhance its mandate of education, strengthen the focus on achieving research excellence, and further reinforce a sustainable foundation of people, operations and technology from which to advance and grow. NOSM will continue to work to develop a learning environment that values and supports a life-long commitment to its learners, faculty, staff and administration. Further, we will strive toward excellence in our relationships with, and support for, all faculty – full-time, part-time and stipendiary. Staying true to NOSM’s social accountability mandate, we will continue to emphasize a collaborative, community-engaged model that draws on the strengths and capabilities of all NOSM’s partners.

## **Part 2: Northern Ontario School of Medicine – Vision**

### ***Vision***

Innovative Education and Research for a Healthier North

### ***Mission***

The Northern Ontario School of Medicine (NOSM) is committed to the education of high quality physicians and health professionals, and to international recognition as a leader in distributed, learning-centred, community-engaged education and research.

NOSM will accomplish this by:

- Being socially accountable to the needs and the diversity of the populations of Northern Ontario
- Actively involving Aboriginal, Francophone, remote, rural and underserved communities
- Leading and conducting research activities that positively impact the health of those living in Northern communities
- Fostering a positive learning environment for learners, faculty and staff
- Achieving an integrated, collaborative approach to education, learning, and programming
- Increasing the number of physicians and health professionals with the leadership, knowledge and skills to practice in Northern Ontario
- Collaborative education and research agreements with other educational institutions provincially, nationally and internationally
- Alignment of education and research activities that are guided by the seven academic principles: interprofessionalism, integration, generalism, community orientation, inclusivity, continuity, and dedication to inquiry

## Part 3: Northern Ontario School of Medicine - Priority Objectives

**PRIORITY #1:** Putting Students First (Enhance NOSM's Education Program, Develop NOSM's Learning Environment and Strengthen NOSM's Research Initiative)

### **1-A: Enhance NOSM's Education Program**

Given current health care trends toward Interprofessional Education (IPE) and Integrated Clinical Learning (ICL), NOSM will ensure that its curriculum is aligned to support new and innovative approaches to the delivery of classroom and clinical education. This focus will enable NOSM graduates to easily integrate into community care settings where interprofessional care models are team-based in fostering collaborative patient-centred approaches.

<b>Strategic Priorities</b>	<b>Planned Timing</b>
Expand the distributed community engaged learning model to all of NOSM's education programming for health professionals to meet the needs of our learners and communities, integrating the expertise that Aboriginal and Francophone peoples bring.	2012/13
Increase NOSM's application of the Integrated Interprofessional Clinical Learning model of education to enable learners to practice in intra- and interprofessional models of education and care.	2012/13
Augment broader Integrated Interprofessional Clinical Learning programming resources and expertise by collaborating with other universities, community colleges, and organizations to educate/train health professionals outside of NOSM to meet health human resources needs in Northern Ontario.	2014/15
Lead the adoption of new models of education and learning with external accrediting bodies to increase the focus on community-based learning.	2012/13

### **1-B: Strengthen NOSM's Research Initiatives**

Stakeholders identified research as a key area of improvement for NOSM, recognizing that research is a critical element of its academic mandate and future success. NOSM will focus on further developing its research agenda, linked to the ongoing development of its distributed education model, to continue to broaden the academic experience of its learners, faculty and staff. Taking into consideration the relative size of NOSM's research infrastructure compared to other universities, a unique, focused approach to research will be adopted.

### **Overall Goal**

Define a clear strategic direction for NOSM's research efforts, conduct research aligned to its vision and mission, and increase the number of learners, staff and full-time, part-time and stipendiary faculty participating in focused research activities.

<b>Strategic Priorities</b>	<b>Planned Timing</b>
Define and invest in a core research profile that supports NOSM's Vision and Mission.	2012/13
Foster a research culture among NOSM faculty and learners that promotes excellence and innovation.	2013/14
Expand infrastructure to assist researchers with grantsmanship, grant review, grants administration, trainee recruitment, results dissemination and the identification of research opportunities.	2012/13
Form partnerships to enhance research capacity and support specific research initiatives.	2012/13

### **1-C: Develop NOSM's Learning Environment**

NOSM places a significant amount of emphasis on creating an inquiring learning environment that is tailored to the needs and requirements of all of its stakeholders. NOSM learners primarily include undergraduate medical education and health professional students and postgraduate residents; however, faculty, staff and the senior leadership group can also be considered learners as they too pursue personal and professional development. All have varying learning needs and expectations. NOSM will continue to invest in making sure that its learning-centered environment continues to evolve for the benefit of learners, faculty, staff and the Board.

#### **Overall Goal**

Align NOSM's organizational structures and human resources to support the School's commitment to being an organization that values and supports a life-long learning environment among its learners, faculty, staff and the senior leadership group, who are able to demonstrate clear progress towards personal/professional development.

<b>Strategic Priorities:</b>	<b>Planned Timing</b>
Achieve successful recruitment and retention of our learners, staff, senior leadership and faculty.	2014/15
Improve infrastructure and support to enable learners, staff, senior leadership and faculty to be effective and successful in NOSM's distributed community-engaged model of education and research.	2012/13
Increase the engagement of learners, faculty, staff, senior leadership and Board members in planning and activities.	2013/14
Build leadership skills and capacity in learners, faculty, staff, senior leadership and Board members.	2012/13

**PRIORITY #2:** Meeting the Needs of the Creative Economy (Enhance Collaboration and Communication with Our Community Partners and Foster Excellent Faculty Relations)

**2-A: Enhance Collaboration and Communication with Our Community Partners**

NOSM’s distributed education model relies heavily on the support and involvement of the communities and key stakeholder groups. Since its inception, NOSM has been successful in engaging communities and different representative groups. Insights provided from members of the community suggest that NOSM can improve its current strategy by taking a more refined, targeted approach that will ensure consistent engagement across all communities, and improve multi-directional communication and collaboration mechanisms that support the continued development of community partnerships.

**Overall Goal**

Increase the engagement with distributed teaching communities and the presence of collaboration and community-engaged processes, integrating NOSM into the fabric of every community in Northern Ontario, and empowering local communities to improve their broader health and capacity for self-care.

<b>Strategic Priorities</b>	<b>Planned Timing</b>
Improve community engagement strategies that build on start-up goodwill to ensure support and momentum is fostered and increased.	2014/15
Enhance mechanisms to actively involve Aboriginal, Francophone, rural and remote communities in NOSM.	2012/13

**2-B: Foster Excellent Faculty Relations**

NOSM’s operating model brings with it a set of unique challenges related to the recruitment and retention of qualified full-time, part-time and stipendiary faculty. Innovative approaches to foster excellent faculty relations will be developed to ensure the sustainability of the NOSM model.

**Overall Goal**

Foster a stimulating, rewarding and challenging environment that attracts and retains top talent among full-time, part-time and stipendiary faculty.

<b>Strategic Priorities</b>	<b>Planned Timing</b>
Establish a faculty plan that defines the type and mix of faculty to recruit, retain, succession plan and develop, and reward and recognize for their valuable contributions across education, research and administration.	2010/13
Improve multi-directional communication, information flow and decision-making for all faculty members.	2011/13

**PRIORITY #3:** Focusing on Productivity, Innovation and Sustainability

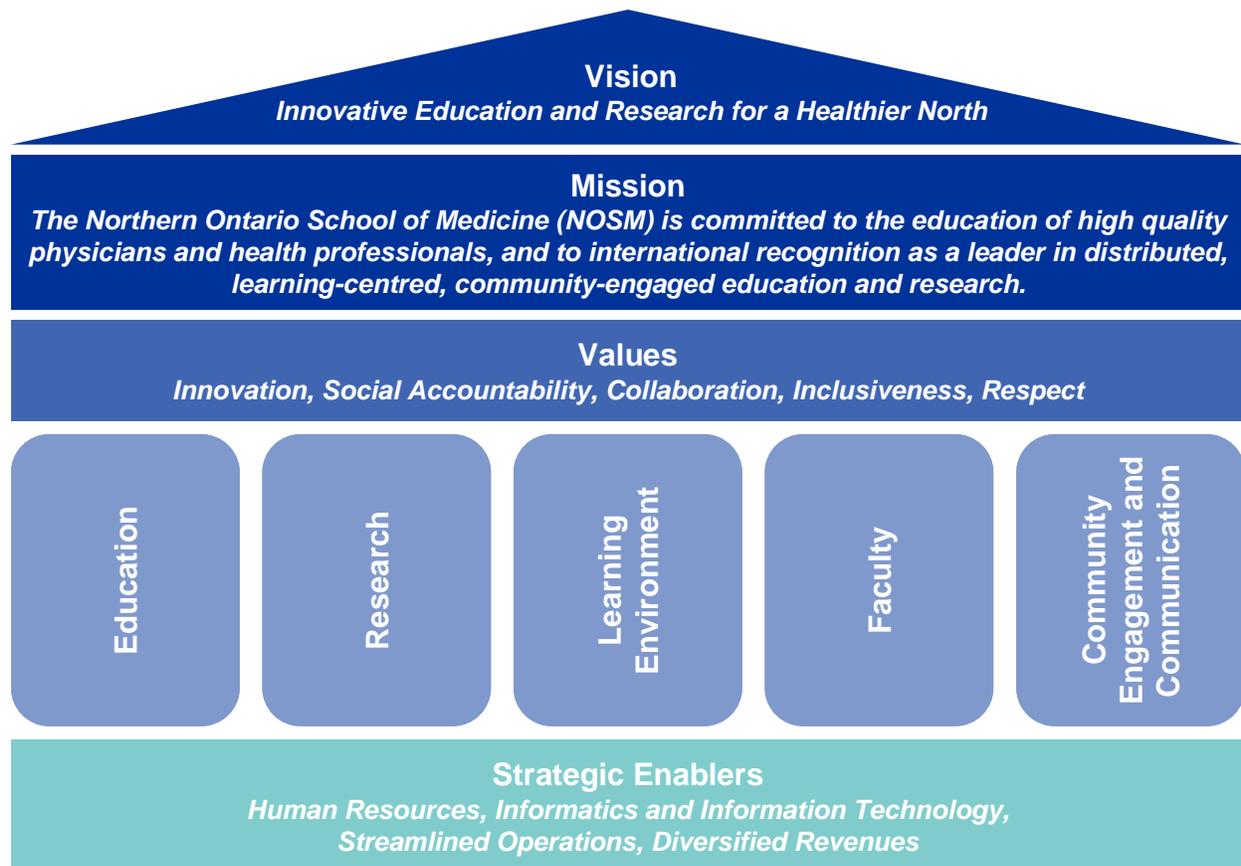
NOSM's distributed educational model brings with it the requirement for ongoing investment in core enablers such as technology, and a sound and robust infrastructure that would not be found in other traditional medical schools. In addition, given that NOSM places a significant emphasis on being innovative, it requires additional operating, capital and research funding to sustain and implement new and creative advancements in medical technology, informatics, research and program development within its distributed model.

**Overall Goal**

Ensure NOSM's technology-enabled distributed education model continues to be sustainable, and that the School is well supported to continue to grow and advance while maintaining its focus on innovation.

<b>Strategic Enablers</b>	<b>Planned Timing</b>
Establish a comprehensive human resources plan that enhances leadership and staff recruitment and retention, succession planning, development, rewards and recognition, and other factors that contribute to a healthy workplace and learning environment.	2012/13
Explore, partner and invest in informatics and technologies that enable innovation across our distributed model of education, research, corporate services and social accountability.	2014/15
Continuously improve operational processes, infrastructure and systems to increase efficiencies and support the ongoing sustainability and financial viability of NOSM.	2012/15
Increase and diversify NOSM's revenue streams by exploring opportunities for endowments, donations, endowed chairs, public-private partnerships, sponsorships, new services and other operating revenues across its distributed education model.	2013/14

## Appendix - NOSM's Strategic Plan 2010-2015 and Implementation Schedule



**NOSM Strategic Plan -Implementation Timing**

		<b>Legend</b>				
		Initial Effort to Achieve Strategy				
		Ongoing Effort to Maintain Strategy				
	◆	Milestone of Strategy Achieved				
<b>Strategic Priority and Strategy</b>		2010/11	2011/12	2012/13	2013/14	2014/15
<b>A. Enhance NOSM's Education Program</b>						
1.	Expand Community-Engaged Distributed Learning Model		◆			
2.	Increase NOSM's Application of IPE/ICL		◆			
3.	Augment Other's Application of IPE/ICL					◆
4.	Lead Adoption of Community Models by Accrediting Bodies		◆			
<b>B. Strengthen NOSM's Research Initiatives</b>						
1.	Define and Invest in a Core Research Profile		◆			
2.	Foster a Research Culture Among NOSM Faculty and Learners				◆	
3.	Create a Research Administration Infrastructure		◆			
4.	Form Partnerships to Enhance Research Capacity		◆			
<b>C. Develop NOSM's Learning Environment</b>						
1.	Achieve Successful Recruitment and Retention					◆
2.	Enable Success in the Distributed Model		◆			
3.	Increase the Engagement of Learners, Faculty, Staff and Board				◆	
4.	Build Leadership Skills and Capacity in Learners, Faculty, Staff and Board		◆			
<b>D. Foster Excellent Faculty Relations</b>						
1.	Establish a Faculty Plan					
2.	Create a Culture and Support Mechanism that Fosters Faculty Development		◆			
3.	Improve Multi-Directional Communication, Information Flow and Decision-Making for Faculty		◆			
<b>E. Enhance Collaboration and Communication with Our Community Partners</b>						
1.	Improve Community Engagement Strategies					◆
2.	Enhance Mechanisms to Actively Involve Aboriginal, Francophone, Rural and Remote Communities		◆			
3.	Improve Multi-Directional Communication, Information Flow and Decision-Making for All		◆			
4.	Expand Partnerships to Support and Encourage Graduates to Practice in Northern Communities				◆	
<b>Strategic Enablers</b>						
1.	Establish a Comprehensive Human Resources Plan		◆			
2.	Explore, Partner and Invest in Informatics and Technology					◆
3.	Continuously Improve Operational Processes, Infrastructure and Systems		◆			
4.	Increase and Diversify NOSM's Revenue Streams					◆
<b>Number of Strategy Milestones Achieved Per Year</b>		<b>1</b>	<b>8</b>	<b>7</b>	<b>3</b>	<b>3</b>