



Northern Ontario
School of Medicine
École de médecine
du Nord de l'Ontario
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2020 VISION

REACHING
BEYOND
EXTRA
ORDINARY
TOGETHER



NOSM STRATEGIC PLAN $\frac{2015}{2020}$

Message from the Board Chair

The Northern Ontario School of Medicine (NOSM) serves as the faculty of medicine for Lakehead University in Thunder Bay and Laurentian University in Sudbury, with over 90 teaching and research sites across Northern Ontario. NOSM has a social accountability mandate to be responsive to the needs of the people and communities of the region with a focus on improving their health. Opened in 2005, we celebrate NOSM's 10-year anniversary in 2015. Guided by our social accountability mandate, we have worked diligently to establish ourselves as a key part of the local context. We are entering the next phase in our development, shifting focus from establishing ourselves to sustaining excellence in education and research to improve the health of Northern Ontarians. I am confident that, guided by this Strategic Plan, we will realize our vision of *Innovative Education and Research for a Healthier North*.

Dr. Moira McPherson
NOSM Board Chair | Provost, Lakehead University

Planning Process

This plan is the culmination of a thoughtful and purposeful process that actively sought the input of many stakeholders over a 10-month period to ensure that we understand the needs of Northern Ontarians. We first performed an environmental scan to understand where there are existing opportunities for the School. Over 1,000 stakeholders were then consulted through various methods (in-person community visits, online surveys, focus groups) to receive feedback on the School's 2010-2015 vision, mission, and values and to determine which of the opportunities identified from the environmental scan are the most important to them.

Reflecting on our strengths, our shifting environmental context, and the perspectives gathered through our extensive engagement activities, we have developed this Strategic Plan to guide our efforts from 2015 to 2020.

Strategic Plan 2015-2020: Our Five-Year Focus

Consistent with our social accountability mandate, and guided by our vision, mission, and values, five strategic goals are at the heart of our renewed Strategic Plan.



Overview of Strategic Goals and Priorities 2015 - 2020

The five strategic goals represent our focus for the next five years. The goals are ambitious but achievable, aligning with the culture of NOSM. Each of these strategic goals includes priorities that begin to describe how the goals will be reached. People are our most precious asset and the bedrock of our success. Faculty, learners, and staff live, work, teach, learn, and conduct research as part of an integrated network across the vast geography of Northern Ontario.

Enrich our educational programs to foster exemplary quality health care in rural and remote communities

NOSM was built on research evidence which shows that recruiting learners from Northern Ontario or similar backgrounds and providing clinical education in **Northern, rural, and remote settings** are essential steps in graduating health professionals who have the knowledge, skills, competencies, and humility to provide care adapted to the needs of Northern, rural, and remote — including Aboriginal and Francophone — communities.



We will continue to innovate and build our distinctive model of **distributed community-engaged learning** to ensure continuous improvement in all programs and to **graduate health professionals with the competencies required for Northern Ontario**. We will continue to emphasize interprofessional education and competency-based curriculum.

Through these areas of focus, we will stay committed to our ongoing excellence in education.

Strengthen our capacity to perform outstanding research that aligns with the health needs of Northern Ontario

Of the many areas of research that could be relevant to Northern Ontarians, the following priorities were identified: **chronic disease prevention and management, mental health and addictions, and developing health service models suited to the North**. These research priorities will be pursued in the context of the social, cultural, linguistic, and geographic diversity of Northern, rural, and remote communities. Our research programs will develop the capacity to perform research of significance for our diverse communities that is aligned with our social accountability mandate.



Strengthening capacity entails ensuring effective leadership, increasing funding resources and partnerships, and maintaining a strong foundation on which to grow our research program.

Create an inclusive whole school culture and learning environment that support the growth and development of our faculty, staff, and learners

We will strive to improve our organizational effectiveness, including developing a positive, collaborative work culture, and achieving more streamlined and efficient operations.

In order to create a collaborative environment where staff, faculty, and learners work together, we will begin with a **needs assessment** to determine how best to **engage our people, including all faculty members** in all aspects of the School, **improve collaborations**, grow and develop our **leadership**, and establish a comprehensive **human resources plan**. We must focus on our people to ensure that we will continue to fulfill our aspirations.



Empower our faculty members through ongoing engagement and active involvement in all aspects of our School

The entire geography of Northern Ontario is the campus of the Northern Ontario School of Medicine. Our more than 1300 faculty members located across the region play a critical role by educating our learners, conducting outstanding research, delivering high quality clinical care, and playing leadership roles in our organization. We take pride in the calibre of our faculty members and their many accomplishments to date. Building on this, we see our faculty as a key strategic driver of our future successes. We will focus on further understanding and **identifying the key issues and opportunities** faced by our faculty, and actively work to further integrate these insights into our processes to increase the impact they can make. We will **engage our faculty in all aspects of the School** to ensure that we are making decisions that reflect the needs of our faculty and learners. Involvement of our faculty across Northern Ontario is critical to achieving our vision of *Innovative Education and Research for a Healthier North*.



Engage our communities, our health service partners, and other collaborators strategically to strengthen relationships and expand our resources

Aligned with our social accountability mandate, our academic model relies on collaborative relationships with communities. Wide-ranging engagement with community partners, our health service partners, our two host universities, and other collaborators will continue. We will continue to grow and strengthen our relationships with **hospitals and health services, communities (including Aboriginal and Francophone), alumni, volunteers, donors, private and professional organizations, and national health organizations**. We will listen and learn to improve our organization and **raise awareness of our identity, successes, and future impacts**. Anticipated outcomes include sustained strong relationships and expanded resources for the School.



Our Future

We are proud of our accomplishments, and we remain focused on advancing our education and research mandates. We remain committed to being a socially accountable organization and will work as a whole school with our communities, partners, and other collaborators to address the health care needs of Northern Ontario.

Guided by this Strategic Plan, we are confident of success. We will work together to achieve our strategic goals and strive to fulfil our vision of *Innovative Education and Research for a Healthier North*.