

« La grande séduction...  
des médecins du Nord de l'Ontario »

2<sup>nd</sup> Francophone  
Symposium



September 21 and 22, 2007  
Cedar Meadows Resort, Timmins

# SYMPOSIUM

R E P O R T

# 2 0 0 7



RECRUITMENT



of students, residents, physicians and Francophone  
communities in order to meet NOSM objectives



Northern Ontario  
School of Medicine





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## INTRODUCTION

### TO THE SECOND FRANCOPHONE SYMPOSIUM 2007

More than 100 delegates from Northern Ontario, representing a wide range of sectors, attended the 2nd Francophone Symposium September 21-22, 2007. A follow-up event to the first Francophone Symposium held in Sudbury in May 2005, this symposium focused on the recruitment efforts for students, residents, doctors and Northern communities and was organized in collaboration with the Francophone Reference Group of the Northern Ontario School of Medicine (NOSM). Titled "La grande séduction... des médecins du Nord de l'Ontario", this two-day symposium was held at the Cedar Meadows Resort in Timmins.

This year's symposium featured high profile speakers including Ontario's first newly appointed French Language Services Commissioner, Mr. François Boileau, and Mr. Hubert Gauthier, President and CEO of Société Santé en français. Symposium guest speakers discussed a wide range of topics related to the theme of recruitment, including plans for medical students and residents after graduation; current and future strategies and best practices to retain physicians in the North; involvement and participation to assist medical students and residents to integrate into communities; and how primary health-care models might be used to facilitate physician recruitment.

According to Dr. Roger Strasser, NOSM Founding Dean, the people and communities of the North are integral to the success of NOSM. "The Northern Ontario School of Medicine is pleased to be part of initiatives, such as this symposium, that work to build and strengthen the School's partnerships with Francophone communities, and which contribute to a culture of inclusiveness that engages all Northerners in the educational process," he said.





Though mandated by the Ontario government to be an English language school, NOSM is committed to being responsive to the needs of the Francophone people and communities of Northern Ontario. Diane Breton, Vice-Chair of the NOSM Francophone Reference Group, said: "The School has lived up to this commitment very well. In fact, I would like to thank the Northern Ontario School of Medicine for its willingness to listen to and act on recommendations, and its continued commitment to ensuring Francophones are an integral part of the School's programs and operations."

The Francophone Reference Group was established in 2003 to liaise with Northern Franco-Ontarian communities for the purpose of identifying and responding to the needs of Ontario Francophones in the development of the School. The Group consists of various Francophone community members and meets regularly.

The Group's objectives are to examine the work plan on Francophone initiatives within the mandate of NOSM and present recommendations to the Dean regarding the Francophone initiatives, and on strategies for implementing Francophone initiatives best suited to the needs of Northern Francophone communities.

# WELCOME

## TO "LA GRANDE SÉDUCTION...DES MÉDECINS DU NORD DE L'ONTARIO"

On behalf of the Northern Ontario School of Medicine (NOSM), we welcome you to this second Francophone Symposium, held at the Cedar Meadows Resort in the City of Timmins, Ontario. This year's two-day symposium, which is a follow up event from the first Francophone Symposium held in May 2005, is aptly titled "La grande séduction... des médecins du Nord de l'Ontario" and focuses on the recruitment efforts for students, residents, doctors, and Northern communities.

NOSM is committed to being responsive to the needs of the people and communities of Northern Ontario, including Francophones and people for whom their language is French. NOSM is pleased to be part of initiatives, such as this symposium, that work to build and strengthen the School's partnerships with Francophone communities, and which contribute to a culture of inclusiveness that engages all Northerners in the educational process.


Thanks to all who are participating in the symposium, and to those who have dedicated many hours to ensure that each one of us enjoys an exceptional program over the next two days. As well, we extend our gratitude to this year's hosting facility, Cedar Meadows Resort, and thank the City of Timmins for its commendable support and hospitality.

Please enjoy the symposium!

Sincerely,



**Dr. Roger Strasser**  
Founding Dean  
Northern Ontario School  
of Medicine



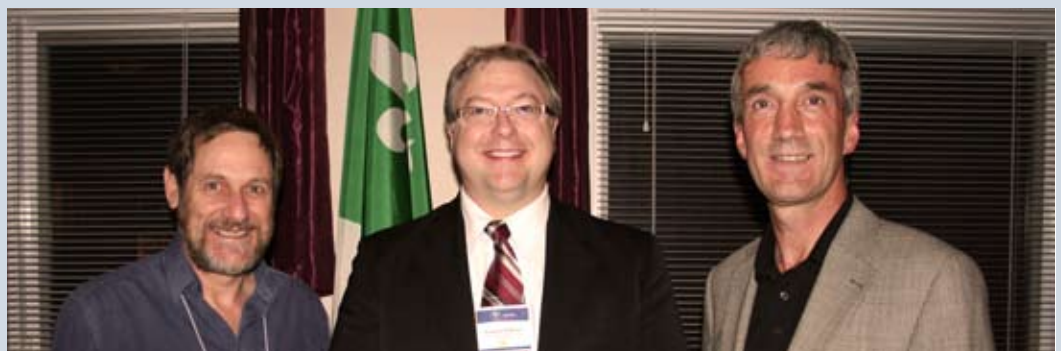
**Dr. Marc Blayney**  
Vice-Dean, Professional Activities  
Northern Ontario School  
of Medicine



**Dr. Roger Strasser**  
Founding Dean



**Dr. Marc Blayney**  
Vice-Dean,  
Professional Activities



From left to right : Dr. Roger Strasser, Mr. François Boileau, Dr. Marc Blayney

# WELCOME FROM THE MAYOR

I am happy to welcome all participants to the 2nd Francophone symposium "La grande séduction des médecins du Nord de l'Ontario."

Participants in this special event include health practitioners, government and community representatives, as well as students.

Timmins offers you its facilities and amenities, as well as the warm hospitality of its organizing committee and, in fact, of the entire community.

I welcome you to Timmins and hope you will come back and visit us.

Your truly,



Tom Laughren  
Mayor of Timmins



# WELCOMING MESSAGE

Members of the Francophone Reference Group (FRG) of the Northern Ontario School of Medicine (NOSM) are happy and proud to welcome you to their second Francophone symposium entitled "La grande séduction... des médecins du Nord de l'Ontario."

Our first students will receive their medical licensure in 2011, but we decided to provide you with our recruitment toolkit at this time to allow plenty of time for planning.

Since the symposium focuses on recruitment, the toolkit contains recruitment tools for students, residents and physicians. The symposium also provides an opportunity for establishing strong and lasting relationships with the NOSM.

You want to know more about new primary care models, ensure high quality medical services in French, succeed in your recruitment efforts, and know what other Francophone communities have done...? You are at the right place!

Have a good symposium!

*Members of the FRG*



## Members of the Francophone Reference Group:

- France Gélinas  
(Chair)
- Diane Breton  
(Vice-Chair)
- Dr. Jean Anawati
- Liliane Beauchamp
- Marc Bédard
- Dr. Yves Charette
- Francine Chartrand-Dutrisac
- Harley D'Entremont
- Mélanie Doyon
- Claudette Gleeson
- Carole Lamoureux
- Dr. Louise Logan
- Steven Poirier
- Laurie Rancourt
- Nicole Ranger
- Marc-André Roy

# SYMPOSIUM THEMES

## “LA GRANDE SÉDUCTION...DES MÉDECINS DU NORD DE L'ONTARIO”/PRESENTATION, TESTIMONIALS AND SPEECHES

### Mandate and role of the French Language Services Commissioner of Ontario

#### A doctor's perspective

#### A resident's perspective

#### Keys to successful recruitment

### Francophone initiatives at the Northern Ontario School of Medicine

### Five guidelines for quality French language health services

#### Encouraging students to register with NOSM

- Student recruitment and an overview of the NOSM application process and eligibility criteria
- Bursaries available to Francophone students
- Careers in health care

### Helping Francophone communities integrate French-speaking students and residents

- A NOSM student perspective
- Welcoming communities
- Northern communities and local NOSM groups: What are they?

### Providing Francophone communities with the tools needed to attract, recruit and retain French-speaking physicians and Health care models in Ontario – a toolkit

- Centre de santé du Témiskaming
- Timmins Family Health Team
- West Nipissing General Hospital health care model

### Helping Francophone communities recruit and retain French-speaking physicians

- Réseau de santé francophone du Nord de l'Ontario
- North East Local Health Integration Network

### Summary – Implementation of recommendations from the first Francophone Symposium in 2005

### Société Santé en français - Objectives and strategies





# SPEAKERS AND GUESTS

## Danielle Barbeau-Rodrigue

- Coordinator, Francophone Affairs and Interprofessional Education, NOSM

## Marc Bédard

- Executive Director, Réseau francophone de santé du Nord de l'Ontario

## Dr. Marc Blayney

- Vice Dean, Professional Activities, NOSM

## François Boileau

- French Language Services Commissioner of Ontario

## Diane Breton

- Vice Chair, Francophone Reference Group, NOSM

## Francine Chartrand Dutrisac

- NOSM Consultant and Francophone Reference Group member, NOSM

## Simon Côté

- NOSM medical student

## Yves Campeau

- Chief Executive Officer, West Nipissing Hospital

## Marc Dumont

- North East Local Health Integration Network Board member

## Julie Epps-Monkhouse

- Manager, Acquisition Program, Laurentian University Development Office

## Dr. Stéphane Foidart

- Medical Resident

## Hubert Gauthier

- CEO, Société Santé en français

## Fabien Hébert

- President and Executive Director, Smooth Rock Falls Hospital

## Dr. André Hurtubise

- Physician

## Maureen Lacroix

- NOSM Board member

## Monique Lapalme

- Senior Consultant, French Language Health Services

## Jocelyne Maxwell

- Executive Director, Centre de santé communautaire du Témiskaming

## Dr. Éric Paquette

- Lead physician, Timmins Family Health Team

## RoseMarie Raymond-Simmons

- Community Development Officer, NOSM

## Marc-André Roy

- NOSM medical student

## Dr. Roger Strasser

- Founding Dean, NOSM

## Dr. Judith Woodsworth

- President, Laurentian University and Chair, NOSM Board of Directors





## ESSENTIAL POINTS OF THE DISCUSSIONS

### ENTICING DOCTORS TO CHOOSE NORTHERN ONTARIO. A COMPLEX BUT CONCERTED STRATEGY.

In the film *Seducing Doctor Lewis*, the villagers go so far as to pretend (very poorly) that they're all cricket fanatics in order to lure their prospective doctor. A recent NOSM symposium borrowed the film's French title as its theme, but the strategies discussed were much more promising.

La grande séduction... des médecins du Nord de l'Ontario, NOSM's second francophone symposium, was held at Timmins' Cedar Meadows Resort on September 21st and 22nd.

Over a hundred delegates from Northern Ontario and guests from afar shared experiences and expertise in the field of recruitment of medical students, residents and practitioners, as well as the recruitment of communities as key partners in the accomplishment of NOSM's mandate.

The symposium provided an overview of a complex but well concerted array of considerations, where institutional and interpersonal factors come into play to produce a vast and promising regional strategy.

### OPENING OF THE SYMPOSIUM

NOSM's Founding Dean, **Dr. Roger Strasser**, officially launched the Francophone Symposium and pointed out areas of rapid progress in the School's endeavor to uphold its mandate of social accountability towards Francophones. Administrative structures, curriculum development, research activities and the demographic profile of accepted candidates have developed in ways which rise to the challenge. Getting communities onside is a key goal where excellent progress has also been made.

A fine example of community support followed when Collège Boréal's President, **Denis Hubert**, announced the creation of a new bursary that will cover first-year tuition for one of Boreal's alumni accepted at NOSM.

The mayor of Timmins, **Tom Laughren**, pointed to the ongoing presence of 3rd year medical students in his city as a good example of NOSM's work in proximity with Northern communities.



## THE FOUNDING DEAN



*In September 2002, Dr. Strasser took up his current position as Founding Dean of the Northern Ontario School of Medicine. Prior to this, Dr. Strasser was Professor of Rural Health for Monash University and Head of the Monash University School of Rural Health in Australia. Between 1992 and 2004, Dr. Strasser also had an international role as Chair of the Working Party on Rural Practice of Wonca, the World Organization of Family Doctors. In November 2002, Dr. Strasser was awarded an Honorary Fellowship of the Royal College of General Practitioners in recognition of his world leadership in the field of rural health. In March 2003, he received the Louis Ariotti Award for excellence and innovation in rural and remote health in Australia. Dr. Strasser is also the recipient of the prestigious award, Fellow of Wonca, presented in October 2004, in recognition of his outstanding service to Wonca and family medicine around the world. In 2006, Dr. Strasser was named the inaugural winner of the Small, Rural and Northern Award of Excellence by the Ontario Hospital Association and also received the Australian College of Rural and Remote Medicine Life Fellowship Award for outstanding and meritorious service to Rural and Remote Medicine in Australia.*

## A SPECIAL TRIBUTE

A standing ovation greeted Maureen Lacroix upon the announcement that the Francophone Community Bursary will now bear her name, in recognition of her 50 years of outstanding service to the community, notably as Chair of the Laurentian Hospital Board. In her acceptance speech, Mrs. Lacroix recalled episodes of her long career that illustrate the constant challenge of attaining consensus. In the past, she said, minorities of any stripe did not receive the consideration they enjoy today. Francophone volunteers must become involved in community institutions to ensure their representation in decision-making forums. However, she remarked, their numbers have not always been sufficient. Mrs. Lacroix contributed \$ 2,000 to the new bursary. (See Press release)



## MANDATE AND ROLE OF THE FRENCH LANGUAGE SERVICES COMMISSIONER OF ONTARIO

**François Boileau**, Ontario's newly appointed French Language Services Commissioner, gave the opening conference. He took this opportunity to recall some positive effects of rights confirmed by the hôpital Montfort case. The right to equal quality of services, he says, encourages public administrations to be innovative in their delivery. The right to proactive services favours the inclusion of Francophones at the first stages of decision-making, to ensure appropriate program design. Furthermore, it is now firmly established that a francophone community's institutions cannot be removed. However, he added, rights alone are not sufficient. Solutions must stem from the community. Involvement is always the key.



*François Boileau, LL.L. is Ontario's first French Language Services Commissioner. He worked as legal counsel with the Office of the Commissioner of Official Languages. Mr. Boileau also worked at the Fédération des communautés francophones et acadienne (FCFA) du Canada, first as political and legal liaison agent and legal counsel, and as director of the Québec bureau. Mr. Boileau was the first executive director of the Court Challenges Program of Canada in Winnipeg. He also volunteered for legal organizations such as Lawyers Without Borders as well as for several Francophone groups. In addition to his Law degree (LL.L.) from the University of Ottawa (1991), Mr. Boileau holds a bachelor's degree (B.Sc.) in Political Science (1988) and a certificate in History (1985) from the Université de Montréal. He is currently completing a master's degree in Public Communications at Université Laval.*

# EXPERIENCES, STRATEGIES AND RAISING AWARENESS

## A DOCTOR'S PERSPECTIVE: Dr. ANDRÉ HURTUBISE

Remembering a not-so-distant past, **Dr. André Hurtubise**, a long-time Northern Ontario practitioner, recalled the names of his francophone colleagues thinly spread out along the North's Highway 11, in a time when today's enticements and support were unheard of. Despite the health system's current challenges, he says, some things certainly have changed for the better. Communities rally together to better support and integrate future and new physicians.



*Dr. André Hurtubise graduated of the University of Ottawa in 1968. He earned a family medicine Certificate from the College of Family Physicians of Canada in 1976. He earned a Fellowship from the College of Family Physicians of Canada in 1996. Dr. Hurtubise has a special interest in the care of the elderly, palliative care and rehab medicine and has been the Medical advisor to several Long Term Care Facilities in the Témiskaming area, including an Aboriginal Long Term Care facility in the Province of Québec.. Dr. Hurtubise was named the Northern Region Family Physician of the Year in 2004. He was a member of Board of Directors of the Ontario College of Family Physicians from 1996 to 2002. He is the Co-Chair of the Curriculum Design Work Group of Initiative # 2 for the Strategy for Alzheimer's Disease and Related Dementia. He is a member of the Mentor/Opinion Leader and Peer Presenter Committee of the Physician Education Initiative for the Strategy for Alzheimer's Disease and Related Dementia. He is the Co-Chair of the Advisory Committee of Initiative # 2 of the Palliative Care Education Program for Family Physicians in Northeastern Ontario. He is a member of the Ontario Secondary Stroke Prevention Working Group. Dr. Hurtubise is also an Assistant Professor with the Northern Ontario School of Medicine.*

## A RESIDENT'S PERSPECTIVE: Dr. STÉPHANE FOIDART

**Dr. Stéphane Foidart** is a resident in Thunder Bay. Referring to studies and his personal experience, he maintains that financial enticements are not as important as quality of life and feeling of being welcome in the community. Currently, two thirds of all rural doctors come from urban centers. So residency must be an opportunity to discover the best a small community has to offer: attractive lodgings, a good professional entourage (for the spouse as well) and a reasonable work load thanks to efficient partnering with other practitioners.

**PowerPoint presentation: A resident's perspective**



*Stéphane Foidart, B.Sc., M.D. is a second-year resident in MacMaster's family medicine program in Thunder Bay. He received a Bachelor of Science degree in 2001 from Collège universitaire de Saint-Boniface. He studied medicine at the University of Ottawa (Francophone program) from 2002 to 2006. He was a member of the Professional Association of Interns and Residents of Ontario (PAIRO) general council in 2006-2007 and is presently an executive member of PAIRO.*

## KEYS TO SUCCESSFUL RECRUITMENT

**Fabien Hébert**, President and Executive Director of the Smooth Rock Falls Hospital and NOSM Board member, pursued this line of thought. He considers the "seduction" to be an apt analogy. For starters, you must make a good first impression. Then you have to be patient in developing the relationship, avoid coming on too strong and admit the bitter truth if the match is not made in heaven. The final step is the marriage contract, vital to ensuring clarity of expectations and promised support.

**PowerPoint presentation: Keys to successful recruitment**





*Fabien Hébert is President and Executive Director of Smooth Rock Falls Hospital since June 2004. He also worked at Notre-Dame Hospital in Hearst, where he held several positions including Vice-President, Patient Care and Human Resources and was responsible for the health professional recruitment program. Mr. Hébert is also involved in the development of the Northern Ontario School of Medicine as a member of the admissions committee. He was a member of the board of directors of the Northeastern Ontario Family Medicine Program (NOME) until its integration into the new medical school and is involved in several Ontario Hospital Association initiatives. Mr. Hébert was acting president of the Réseau francophone de santé du nord de l'Ontario since its inception in 2003. At the first annual meeting of the Réseau, in October 2006, he was re-elected president. He was also elected president of the Alliance des réseaux ontariens de santé en français at the Alliance's first official meeting in 2005.*



## FRANCOPHONE INITIATIVES AT THE NORTHERN ONTARIO SCHOOL OF MEDICINE

In his presentation, Dr. Marc Blayney, Vice-Dean of Professional Activities at NOSM, noted how recruitment is aided by elements of cultural awareness included in the school's curriculum. Modules provide contact with Francophone professionals, present profiles of bilingual communities and even have students experience francophone culture. He also pointed to the upward trend in admission in the recruitment of Francophone candidates, from 17 % in 2005 to 27% in 2007.

### PowerPoint presentation: Francophone initiatives



*Dr. Marc Blayney is the Vice Dean, Professional Activities for the Northern Ontario School of Medicine, working from the School's East campus at Laurentian University in Sudbury. Dr. Blayney completed his medical studies in Dublin, Ireland, and undertook a 10-year residency period between Ireland, Canada, and Africa. Prior to joining NOSM, Dr. Blayney was Associate Professor in the Department of Pediatrics at the University of Ottawa where he was also the Neonatal representative on the Paediatric Undergraduate Medical Education (PUGMED) committee. In 2004, he was appointed Co-chair of the Paediatric Undergraduate Program Directors of Canada, an organization of all the Canadian program directors that aims to enhance undergraduate education across the country.*

# SUPPORTING AND COUNSELLING FUTURE DOCTORS

## FIVE GUIDELINES FOR QUALITY FRENCH LANGUAGE HEALTH SERVICES

Ontario's Francophone Community Health Centers provide a model for the delivery of French language health services. **Jocelyne Maxwell**, Executive Director of the Centre de santé communautaire du Témiskaming sees five principles at work in the 20-year history of this model: interdisciplinary teams, a critical mass of health professionals, improved networking, community-driven services and community governance. Each of these principles results in increased levels of satisfaction for patients and health professionals, as well as health improvements in francophone communities.

**PowerPoint presentation: Five guidelines for French language services**



*Jocelyne Maxwell is Executive Director of the Temiskaming Community Health Centre since 1999. She has worked in the health care sector for more than 20 years. She was a health planner for two Northeast District Health Councils and a community development officer responsible for health professional recruitment and retention strategies for rural and isolated communities. Mrs. Maxwell also has five years of experience in clinical psychology and has taught at the University level. She is Treasurer of the Board of Directors of Société santé en français and Secretary of the Board of Directors of the Réseau francophone de santé du Nord de l'Ontario. She also sits on the Board of Directors of the Ontario Prevention Clearinghouse.*



## STUDENT RECRUITMENT AND AN OVERVIEW OF THE NOSM APPLICATION PROCESS AND ELIGIBILITY CRITERIA

Vice-Dean **Dr. Marc Blayney** and **Danielle Barbeau-Rodrigue**, Coordinator of Francophone Affairs and Interprofessional Education at NOSM, gave an overview of how applicants are accepted, touching on required school achievement, the entrance exam, interviews, and aptitudes expected from candidates vying for the 56 places available per year. Because the percentage of francophone admissions is not predetermined, the best way of ensuring representation is to ensure that many Francophone students apply.

**PowerPoint presentation: NOSM application process and eligibility criteria**



*Originally from Sudbury, Danielle completed her post-secondary studies at Laurentian University obtaining a Bachelor of Science of Language degree (Translation). Prior to coming to NOSM in 2005, Danielle worked within the Province of Ontario's public service for 18 years. First, with the Ministry of the Attorney General and then with the Office of Ombudsman Ontario resolving citizens' complaints about unsatisfactory provincial government service. Danielle was also the French Language Services Coordinator for the Ombudsman's office. Since 2005, Danielle is the Coordinator of Francophone Affairs and Interprofessional Education at the Northern Ontario School of Medicine. She represents the School on many external committees as well as in youth initiative projects.*

## BURSARIES AVAILABLE TO FRANCOPHONE STUDENTS – PRESENTATION OF THE BURSARIES AVAILABLE AT NOSM, LAURENTIAN UNIVERSITY, LAKEHEAD UNIVERSITY AND FROM EXTERNAL ORGANIZATIONS AS WELL AS SCHOLARSHIPS DESIGNED FOR FRANCOPHONE STUDENTS

A medical diploma generally comes with a \$100 000 debt attached to it, said **Julie Epps Monkhouse** of Laurentian University's Development Office. About 245 bursaries for various amounts are currently available to all NOSM students including Francophones. In addition, 13 bursaries were created exclusively for the benefit of Francophone students.

### PowerPoint presentation: Bursaries available to Francophone students



*Julie Epps Monkhouse is Manager, Acquisition Program at Laurentian University's Development Bureau since 2006. She is responsible for soliciting donations from alumni, professors, employees and the Board of Governors. She also manages the Bureau's daily operations. Julie and her husband Philip are happy they came back North in 2005 and they live in Lively.*

## CAREERS IN HEALTH CARE – AN OVERVIEW OF YOUTH INITIATIVES AIMED AT PROMOTING CAREERS IN HEALTH CARE IN FRENCH

Raising interest for careers in the health field among young francophone students is the goal **Monique Lapalme** pursues through the Carrières en santé program, presented in primary and secondary schools in partnership with RIFSSSO, Services de santé en français, both CNFS chapters (Laurentian University and Collège Boréal) as well as NOSM. When surveyed, 35 % of students expressed an interest in health-related careers.

### PowerPoint presentation: Careers in health care



*Monique Lapalme began her career in healthcare as a medical radiation technologist and worked in this area in the hospital system in Sudbury, Moncton and the City of Québec. She joined the Ministry of Health and Long Term Care French Language Health Services in 1991, working as a coordinator for Sudbury General Hospital, then for Sudbury Regional Hospital and now as a senior consultant for French Language Health Services in Northern Ontario. Since 1995, one of her responsibilities included the implementation of the Careers in Health program, a health care career development program aimed at Northern youth.*





# HELPING FRANCOPHONE COMMUNITIES INTEGRATE FRENCH-SPEAKING STUDENTS AND RESIDENTS

## A NOSM STUDENT PERSPECTIVE

Third-year medical student, **Marc-André Roy**, told the story of how he chose his career. In fact, he made his decision only two weeks before registration time, after chance conversations with friends and his sister. He believes his experience is typical: informal contacts and shared impressions are a key factor in orienting students towards careers in health.



*Born in Iroquois Falls, Marc-André Roy grew up in Cochrane, studied human kinesiology at Laurentian University and exercise physiology at Western University. After doing research for one year at McGill University, he came to NOSM as a student of the Charter Class.*



## WELCOMING COMMUNITIES – SUPPORTING HEALTH PROFESSIONALS AND ENCOURAGING FRANCOPHONE COMMUNITIES TO OFFER STUDENTS, RESIDENTS AND FUTURE PHYSICIANS A POSITIVE EXPERIENCE IN ORDER TO “WIN THEIR HEART AND THEIR MIND”

NOSM Community Development Officer **RoseMarie Raymond-Simmons** made similar observations when stating that her challenge often entails “recruiting the whole family”. She also noted the importance of maintaining up to date position availability reports since they are a vital tool in recruitment fairs.

### PowerPoint presentation: Northern recruitment



*RoseMarie Raymond-Simmons is Community Development Officer for the North at Northern Ontario School of Medicine since 2006. She has 20 years experience as coordinator and director of programs and services, including director of the drug and alcohol treatment centre and administrator of home support services for the elderly. She also worked as an employment consultant and job program manager for 10 years. RoseMarie sat on the Board of Directors of the Cochrane Temiskaming Children's Treatment Centre from 2005 to 2007. She is President of the Conseil scolaire catholique de district des Grandes Rivières Special Education Advisory Committee.*



## NORTHERN COMMUNITIES AND LOCAL NOSM GROUPS: WHAT ARE THEY? POSITIONING NOSM IN NORTHERN COMMUNITIES AND THE STRATEGIC IMPORTANCE OF DEVELOPING PARTNERSHIPS TO FOSTER COMMUNITY ENGAGEMENT

In her presentation, **Francine Chartrand Dutrisac**, NOSM consultant and member of the Francophone Reference Group, shifted the focus of “seduction” to the communities proper. An important part of NOSM’s role is community development. However, success in this area depends on proactive, innovative leadership at the community level. She reiterates the notion of partnering given that the health of an economy depends on the community’s ability to cultivate and benefit from the skills and abilities of all persons living and working in that community.

### PowerPoint presentation: Northern communities and NOSM



*Francine Chartrand Dutrisac is President of a management consulting firm. She holds a master’s degree in leadership and education and is an expert in organizational development. A natural leader and communicator, she held management positions in the college network for nearly 25 years. Her responsibilities lead her to play a key role in planning and implementing job readiness services and programs for Francophone communities. She initiated and managed several large projects for Human Resources Development Canada, Industry Canada, the ministry of Training, Colleges and Universities, as well as provincial, national and international projects focused on education, training, innovation, and economic and community development. She realized several projects for the Northern Ontario School of Medicine and is a member of the Francophone Reference Group of NOSM.*

## ASSETS THAT ATTRACT, TOOLS AND PROMISING NEW NETWORKS

### PROVIDING FRANCOPHONE COMMUNITIES WITH THE TOOLS NEEDED TO ATTRACT RECRUIT AND RETAIN FRENCH-SPEAKING PHYSICIANS – PRESENTATION OF HEALTH CARE MODELS IN ONTARIO – “A TOOLKIT”

In her second presentation, Centre de santé communautaire du Témikaming Executive Director **Jocelyne Maxwell** pointed to favorable working conditions in community health centers as assets to put forward in recruitment efforts. Better integration of new personnel, converging expertise in patient treatment, shared responsibility for follow-up, reasonable workload and a fixed salary are advantages to be touted.



**Dr. Éric Paquette** described a similar experience with his Family Health Team in Timmins, which he sees as a model for the future. Currently, interest in family and hospital practice is on a long-term downward trend. But newer models of interprofessional teams improve access to health care and reduce administrative and other difficulties that discourage doctors from entering these fields.

**PowerPoint presentation: Timmins Family Health Team**



*Dr. Éric Paquette obtained his MD degree from the University of Ottawa in 1983 and completed a Family Medicine residency at Memorial University in 1985. Dr. Paquette cofounded the Northeastern Ontario Family Medicine Program and was involved within the organization as Regional Coordinator, a Board Member, and a Steering Committee Member. He is Clinical Chief, General Practice and Medical Program Co-Director at the Timmins and District Hospital. Dr. Paquette is a Peer Assessor and a member of the Quality Assurance Committee of the College of Physicians and Surgeons of Ontario. In 2002, he was given the Family Physician of the Year Award and in 1999 and 2001 he was recognized as the Preceptor of the Year. In 2006, Dr. Paquette founded and is the lead physician of the Timmins Family Health Network.*

The Executive Director of Nipissing West Hospital **Yves Campeau** told how his community dared to dream big and succeeded in establishing a unique institutional complex. By building a new 12-office physician clinic right next to the hospital and the home for the aged, enticing advantages could be offered to doctors, such as shared telemedicine facilities and online patient files. Thus, four new doctors have come to the community, three of which are francophone.

**PowerPoint presentation: West Nipissing Hospital health care model**



*Yves Campeau has been Executive Director of West Nipissing General Hospital since 1992. Prior to that, he was regional director (1988-1992) and executive director (1985-1988) of Northeastern Ontario Extensicare, and manager of human resources at Laurentian Hospital (1975-1985). Mr. Campeau sat on the Ontario Hospital Association negotiation teams, the Ontario Hospital Association human resources committee and the advisory committee of Sudbury's public school board. He is an associate member of the Canadian College of Health Service Executives. Mr. Campeau is a graduate of the "Health Care Organization and Management" program of the Canadian Hospital Association. He holds a degree in Business Administration from Cambrian College in Sudbury. He also holds professional qualifications in the administration of homes for the aged from the Ontario Association of Homes for the Aged.*

## HELPING FRANCOPHONE COMMUNITIES RECRUIT AND RETAIN FRENCH-SPEAKING PHYSICIANS. HOW DO HEALTH NETWORKS HELP COMMUNITIES ATTRACT, RECRUIT AND RETAIN PHYSICIANS?

**Marc Bédard**, Executive Director of the Réseau de santé francophone du Nord de l'Ontario sees positive developments given the establishment of Francophone health networks. Simply bringing together the diverse instances involved in the delivery of health services is in itself a catalyst for new dynamics. A first study has mapped the field and pointed to solutions that favor holistic planning of French-language services, leading to improved professional practices and a more attractive professional milieu.

**PowerPoint presentation: Networks**



*Marc Bédard holds degrees from the Université du Québec à Montréal (B.B.A.) and the Université du Québec à Trois-Rivières (M.Sc. in economics and management of small and medium systems). He taught management and economics courses at the Université de Hearst for over 10 years, and then worked in the financial and cooperative sector for over five years. Marc has also been a school commissioner for almost 10 years and is Vice-President of the Conseil scolaire catholique de district des Grandes Rivières. Very active in his community, Marc has worked for the Network for almost two years.*

Ontario's Local Health Integration Networks promise similar developments, said **Marc Dumont**, Board member of North East Local Health Integration Network. By granting decision-making powers, the Ministry allows regions to better adapt to their specific realities. In this context, Francophone health professionals have much to gain if they rise to the occasion and make the most of this historic development.

#### PowerPoint presentation: NE LHIN



*Marc Dumont has had a long career in education. He has been a teacher, Vice-Principal and Principal at École Secondaire Ste-Marie in New Liskeard. Marc has worked for the Conseil scolaire catholique des Grandes Rivières as a Strategic Planner, and for the Ministry of Education as an Education Officer in the North Bay/Sudbury district. Marc was a Teaching Assistant for the Laurentian University Faculty of Education. He has served on the Board of the Temiskaming Hospital and as Regional President of the Foundation at the Collège Boréal. Marc also served as Chairperson of the Board of the Centre de santé communautaire du Témiskaming.*



**Hubert Gauthier**, President and CEO of Société Santé en français, recalled personal experiences in recruitment that were rich in lessons learned. He maintains that it is essential that youth from minority communities have a greater tendency to return to work in their community. He notes as well that it is essential to offer training as close to home as possible. Therefore, institutions like NOSM have a crucial role to play. However, success in recruitment will be definitely assured when Francophones become recognized as successful innovators and their presence in bilingual institutions is not simply a fact of life, but a source of pride.

The Société Santé en français has built a network of networks, a web across Canada that exchanges ideas and knowledge. This network is the cornerstone of the Société Santé en français movement. From it, all the best initiatives emerge.



*Born in Manitoba, Hubert Gauthier holds a Masters in Public Administration from the École nationale d'administration publique (ENAP). He worked as a senior consultant in healthcare, was Assistant Deputy Minister at the ministère de la Santé et des Services sociaux of Québec and President and CEO of one of the most important regional health councils of that province. More recently, he was President of Hôpital général Saint-Boniface in Winnipeg. He leads the Société Santé en français since April 2005. In May 2007, he received an honorary doctorate from the University of Manitoba for his global contribution to the healthcare sector.*



# ECHOES OF 2005

## FROM THE FIRST FRANCOPHONE SYMPOSIUM IN 2005

**Diane Breton**, Vice-Chair of NOSM's Francophone Reference Group reviewed the 17 recommendations from the first francophone symposium in 2005. Progress has been made in regards to most of them. The recent nomination of Fabien Hébert to the Board of Directors reflects a recommendation to ensure francophone representation and awareness on the board. Grouping Francophones in academic, clinical and associative settings has also seen progress. Elements of French-language program content have also increased. Reports on the follow-up to these recommendations as well as the 2005 Symposium are available.

**Summary of the implementation of the recommendations** (see [www.normed.ca/symposium2007](http://www.normed.ca/symposium2007))

### 2005 Symposium Report



*Diane Breton received a Bachelor of Arts degree from Lakehead University. She is a regional consultant for the French Language Services Office of the Ministry of Health and Long-Term Care. She is also responsible for linguistic training in the North. She has been a member of the Board of Directors of Réseau francophone de santé du Nord de l'Ontario for 4 years and is Vice-President of the Groupe témoin francophone of Northern Ontario School of Medicine. Mrs. Breton is a school commissioner for the Conseil scolaire de district catholique des Aurores boréales. She supports Francophone activities in Thunder Bay and belongs to the Club Canadien-français and the Francophone women's group.*

## CLOSING REMARKS

In his concluding remarks, Dr. Marc Blayney mentioned that given its sound foundations, NOSM is a source of leadership for the Francophone community, and stays committed to its social engagement: taking into account the North's cultural diversity, including Francophones, an extraordinary and unique aspect of NOSM.

As Dr. Strasser said, though mandated by the Ontario government to be an English language school, NOSM is committed to being responsive to the needs of the Francophone population and communities of Northern Ontario. The school has kept its promise.

Diane Breton, Vice-Chair of the Francophone Reference Group, took the opportunity to thank Dr. Strasser and his team for their commitment, willingness to listen and act, and determination to ensure that Francophones are an integral component of the school's program and operation.

Judith Woodsworth, Laurentian University President and NOSM Board Chair, indicated that initiatives aimed at improving and maintaining a strong dialogue with Francophones have been essential to the creation of what we have today: a medical school which responds to the health needs of Francophones, so they can actively contribute to improving the health of the entire population of Northern Ontario.

Dr. Marc Blayney sincerely thanked the organizers, participants and speakers of NOSM's 2nd Francophone Symposium. He reiterated the school's commitment towards Francophones. Finally, he thanked the hosts and sponsors, and presented a \$6,100 cheque to Dr. Roger Strasser for the new Maureen Lacroix Francophone Bursary, which now totals \$9,000.

He invited all delegates to the next Francophone Symposium.



# LOOKING TO THE FUTURE

Following the first Francophone Symposium held in 2005, 17 recommendations were presented by the Francophone Reference Group (FRG) to the Founding Dean. They are the foundation on which the FRG rests to guide its work and priorities on a yearly basis. Some recommendations are more easily attainable in the short term and have been achieved; others remain as long term goals to which NOSM can aspire in years to come.

Some recommendations made are well on their way to being achieved. They include:

Initiatives to provide training and learning tools in French:

- French as a second language courses
- Medical terminology and practice interview sessions facilitated by local physicians
- Text books provided by the Consortium national de formation en santé, Laurentian University branch
- Professional development sessions on francophone health issues such as the Second Report on the Health of Francophones in Ontario, the Montfort Hospital case

Programming to inform Francophones of the existence of NOSM:

- Carrières en santé group - promotes health careers in French to youth
- Youth Health Career Awareness Program – funded by FedNor to promote health careers to youth throughout Northern Ontario
- Youth Science and Technology Outreach Program - funded by Ontario's Ministry of Research and Innovation to promote health careers to at risk youth throughout Northern Ontario

In 2005, the School established its Francophone Affairs Unit. The main purpose of the Unit was to assist the implementation of the School's Francophone initiatives. The Unit has put in place many successful initiatives related to the recruitment of Francophone students, to the maintenance of supports for Francophone students, to ensuring access to bursary and grant funds, as well as the provision of tools for all NOSM students to become culturally sensitive physicians.

The School is already seeing positive results from its efforts to recruit Francophone students as seen by the consistent increase in their numbers: 9 in 2005, 12 in 2006, 15 (27%) in 2007.

The School will also pursue initiatives that will enable it to follow the Francophone graduates in their future studies and careers, in order to gain knowledge on the common trends which relate to choice of specialty, choice of practice location, and involvement in NOSM as preceptors, and as a NOSM Alumnus.

In 2007, NOSM held its second Francophone Symposium which focused on providing communities with the necessary tools to train and attract physicians as well as gain knowledge about best practices used to retain them on a long-term basis in our Northern communities.

Throughout the second Symposium, the Francophone community clearly voiced its recognition of and its support for the efforts and progress NOSM has made and continues to pursue to make it a Francophone-friendly school. The School's commitment to its social accountability mandate, being to meet the needs of all populations of Northern Ontario including the Francophone population, provides it with an important opportunity to put energy and resources toward establishing and nurturing beneficial and proactive partnerships with internal and external stakeholders of the School. These partnerships will serve to raise awareness about and interest in Francophone issues. The continued support from the Northern communities will also help NOSM ensure the continued success of the MD program.

As noted previously, the list of speakers at the 2007 Symposium was varied and extensive. Two high profile speakers in attendance are indicative of the provincial and national recognition that NOSM is garnering.

First, NOSM is pleased and proud to say that Mr. François Boileau, Ontario's first and newly appointed French-Language Services Commissioner chose the 2007 Symposium as his first venue to address Ontario's Northern Francophone community in his new

role as Commissioner. The Symposium provided him with an excellent opportunity to speak to the community about his new role and how it would impact services offered to Francophones in Ontario, including those to be served by our future physicians.

Second, Mr. Hubert Gauthier, President and CEO of the Société Santé en français, a national movement which aims to improve the health of the francophone minority throughout Canada. Mr. Gauthier took the opportunity to congratulate NOSM on its innovative approach to training students to become physicians, namely training them close to home. Mr. Gauthier clearly stated that one of the proven ways to keep our students at home once they have graduated is to teach them at home. That is the basis on which NOSM was founded.

This Symposium provided community members, medical students and residents, health care administrators and planners as well as health care professionals an important and unique opportunity to connect, to focus on achievements and to learn about best practices and available assistance to help northern communities plan for the future in an effort to ensure that health care needs are met.

This 2nd Symposium opened up avenues for new opportunities for the FRG and FAU to plan and work towards the following goals:

- Collaboration to ensure placements for our students in Francophone environments in partnership with all our communities
- Initiatives to seek out sources of financial assistance for our students
- Improving communications with Francophone communities and agencies
- A research project related to career choice and practice placement of our graduates

The success of this second NOSM Symposium “La grande séduction... des médecins du Nord de l’Ontario” will be measured by the progress which can be made by NOSM and the Communities in reaching these and their other common goals.

### **Suggested Themes for the Next Francophone Symposium:**

- Follow up on recruitment and retention: “The Francophonie can and should be healthy”.
- Health: a community issue
- The future of health in Ontario
- Sharing/workshops to address the challenges NOSM faces vis-à-vis future Francophone students
- Developing networks and francophone health networking



## WHERE TO FIND THE DOCUMENTS AND GUIDES IN THE “TOOLKIT”

- 1. Ministry of Health and Long Term Care**  
Transforming Health care  
<http://www.health.gov.on.ca/renouvellement/index.html>
- 2. Ministry of Health and Long Term Care**  
Information Management  
[http://www.health.gov.on.ca/transformation/information/information\\_mn.html](http://www.health.gov.on.ca/transformation/information/information_mn.html)
- 3. Ministry of Health and Long Term Care**  
Information Management – Providers  
[http://www.health.gov.on.ca/transformation/providers/information/information\\_mn.html](http://www.health.gov.on.ca/transformation/providers/information/information_mn.html)
- 4. Ministry of Health and Long Term Care**  
Primary Health Care Transition Fund Projects - Health Care Professionals  
[http://www.health.gov.on.ca/english/providers/project/phctf/phctf\\_mn.html](http://www.health.gov.on.ca/english/providers/project/phctf/phctf_mn.html)
- 5. Ministry of Health and Long Term Care**  
Health Results Team – Public Information  
<http://www.health.gov.on.ca/transformation/hresults.html>
- 6. Ministry of Health and Long Term Care**  
Local Health Integration Networks  
[http://www.health.gov.on.ca/transformation/lhin/lhin\\_mn.html](http://www.health.gov.on.ca/transformation/lhin/lhin_mn.html)
- 7. Ministry of Health and Long Term Care**  
Family Health Team  
[http://www.health.gov.on.ca/transformation/fht/fht\\_mn.html](http://www.health.gov.on.ca/transformation/fht/fht_mn.html)
- 8. Ministry of Health and Long Term Care**  
Family Health Team: Progress on Family Health Teams  
[http://www.health.gov.on.ca/transformation/fht/fht\\_progress.html](http://www.health.gov.on.ca/transformation/fht/fht_progress.html)
- 9. Ministry of Health and Long Term Care**  
Family Health Team - Your access to primary care  
[http://www.health.gov.on.ca/transformation/fht/fht\\_understanding.html](http://www.health.gov.on.ca/transformation/fht/fht_understanding.html)
- 10. Ministry of Health and Long Term Care**  
How Family Health Teams Work  
[http://www.health.gov.on.ca/transformation/fht/fht\\_work.html](http://www.health.gov.on.ca/transformation/fht/fht_work.html)
- 11. Ministry of Health and Long Term Care**  
Family Health Team - InfoKit  
[http://www.health.gov.on.ca/transformation/fht/infokit/fht\\_infokit\\_mn.html](http://www.health.gov.on.ca/transformation/fht/infokit/fht_infokit_mn.html)



## 12. Ministry of Health and Long Term Care

1. Family Health Team Wave 3 Application Form
2. Application for Financial Assistance (Seed Funding)
3. Guide to Completing a Family Health Team Application  
[http://www.health.gov.on.ca/transformation/fht/fht\\_guides](http://www.health.gov.on.ca/transformation/fht/fht_guides)
4. Guide to Community Funding Partnerships and Program/Service Integration
5. Guide to Physician Compensation
6. Introduction to Family Health Teams  
[http://www.health.gov.on.ca/transformation/fht/infokitfht\\_infokit\\_mn.html](http://www.health.gov.on.ca/transformation/fht/infokitfht_infokit_mn.html)

## 13. Ministry of Health and Long Term Care

Guide to Integrating French Language Health Services in Family Health Teams  
[http://www.health.gov.on.ca/transformation/fht/fht\\_guides.html](http://www.health.gov.on.ca/transformation/fht/fht_guides.html)

## 14. Ministry of Health and Long Term Care

Local Health Integration Networks: Building a True System

1. The LHIN Liaison Branch– Bulletin 26
2. What will be assigned to the LHIN's– Bulletin 27
3. Transitioning away from the Regional Offices structure– Bulletin 29
4. Expectations and Opportunity – Health Care Providers in the LHIN Era– Bulletin 30
5. Minister's Statement– Bulletin 31  
[http://www.health.gov.on.ca/transformation/lhin/lhin\\_bul.html](http://www.health.gov.on.ca/transformation/lhin/lhin_bul.html)

## 15. Ministry of Health and Long Term Care

A Strategic Review of the Community Health Centre Program  
[http://www.health.gov.on.ca/english/public/pub/ministry\\_reports/chc\\_stratreview/chc\\_review.html](http://www.health.gov.on.ca/english/public/pub/ministry_reports/chc_stratreview/chc_review.html)

## 16. Ontario Medical Association

The OMA Central Registry  
[http://www.oma.org/jobsearch/cen\\_about.htm](http://www.oma.org/jobsearch/cen_about.htm)

## 17. Ontario Medical Association

Physicians Seeking Positions  
[http://www.oma.org/jobsearch/cen\\_seeking.htm](http://www.oma.org/jobsearch/cen_seeking.htm)

## 18. Ontario Medical Association

Opening for Physicians  
[http://www.oma.org/jobsearch/cen\\_opening.htm](http://www.oma.org/jobsearch/cen_opening.htm)

## 19. Ontario Medical Association

OMA Locum Program for Rural Physicians  
[http://www.oma.org/jobsearch/loc\\_about.htm](http://www.oma.org/jobsearch/loc_about.htm)

## 20. Ontario Medical Association

Register your Locum Request  
[http://www.oma.org/jobsearch/loc\\_acquire.htm](http://www.oma.org/jobsearch/loc_acquire.htm)

## 21. Ontario Medical Association

The OMA Central Registry  
[http://www.oma.org/jobsearch/loc\\_guidelines.htm](http://www.oma.org/jobsearch/loc_guidelines.htm)

## 22. Ontario Medical Association

OMA Placement Service  
<http://www.oma.org/jobsearch/locum.html>

## 23. Ontario Medical Association

Community Development Officers  
[http://www.oma.org/jobsearch/reg\\_contacts.html](http://www.oma.org/jobsearch/reg_contacts.html)

## 24. Ontario Medical Association

What's New?

1. Overview & Forms
2. Frequently Asked Questions
3. Northern Physician Retention Initiative
4. Clinical Traineeships
5. Program Eligibility
6. CME Program for Rural & Isolated Physicians 0 2007 Guidelines  
[http://www.oma.org/CME/whats\\_new.htm](http://www.oma.org/CME/whats_new.htm)

## 25. Ministry of Health and Long-Term Care

Financial Incentives  
<http://www.health.gov.on.ca/english/providers/program/uap/about/incentives.html>

## 26. Ministry of Health and Long-Term Care

Recruitment Incentives  
<http://www.health.gov.on.ca/english/providers/program/uap/about/recruit.html>

## 27. Ministry of Health and Long-Term Care

Guidelines for Physicians Incentive Grant Program  
[http://www.health.gov.on.ca/english/providers/program/uap/guidelines/grantprog\\_phys.html](http://www.health.gov.on.ca/english/providers/program/uap/guidelines/grantprog_phys.html)

## 28. Ministry of Health and Long-Term Care

Free Tuition Program for Physicians  
<http://www.health.gov.on.ca/english/providers/ministry/recruit/tuition.html>

## 29. Ministry of Health and Long-Term Care

Community Assessment Visit Program  
<http://www.health.gov.on.ca/english/providers/program/uap/guidelines/comassessvisit.html>

## 30. HealthForceOntario

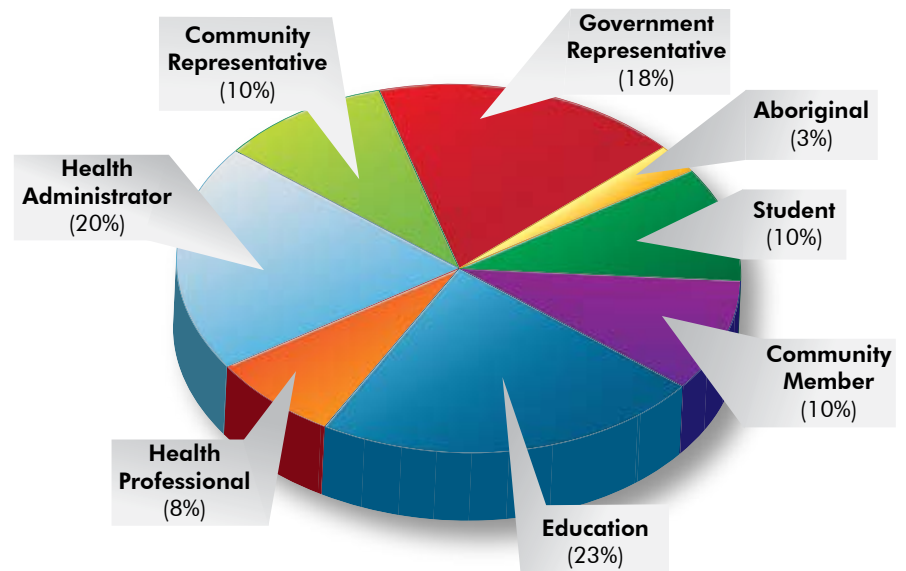
Health Human Resources Toolkit  
<http://www.healthforceontario.ca/WhatIsHFOHealthHumanResourcesKit.aspx>

# 2007 SYMPOSIUM EVALUATIONS

## WHERE DO DELEGATES COME FROM...

### Who Are They?

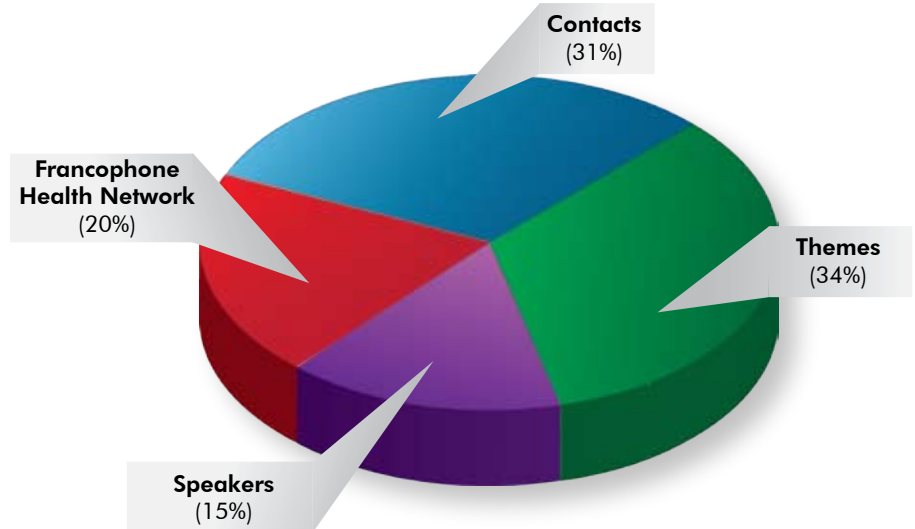
- Aboriginal
- Government Representative
- Community Representative
- Health Administrator
- Health Professional
- Education
- Community Member
- Student



## REASON FOR PARTICIPATION

### Why Did I Participate?

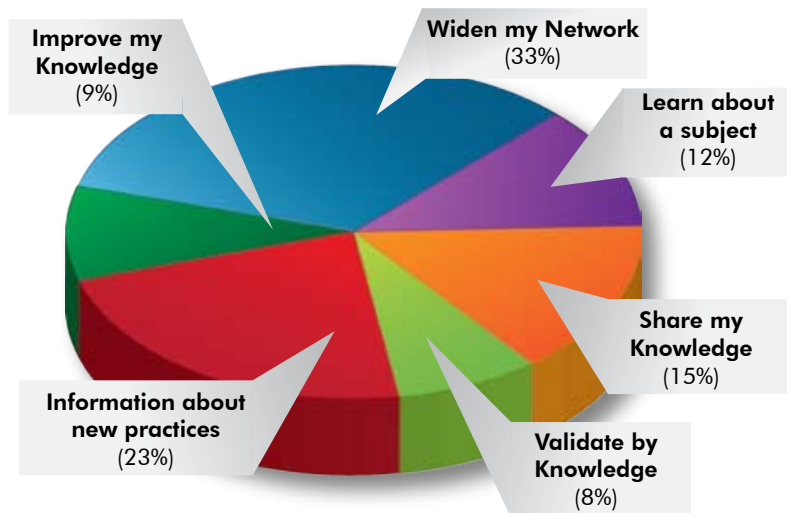
- Conference Themes
- Speakers
- My Francophone Health Network
- Contacts



## MY EXPECTATIONS

### What Were My Expectations From the Symposium

- Learn about a subject for which I have limited knowledge
- Improve my knowledge
- Validate by own knowledge and practices
- Learn about new practices in health care promotion
- Share my knowledge and experiences
- Widen my network and make new contacts



## EVALUATION SUMMARY

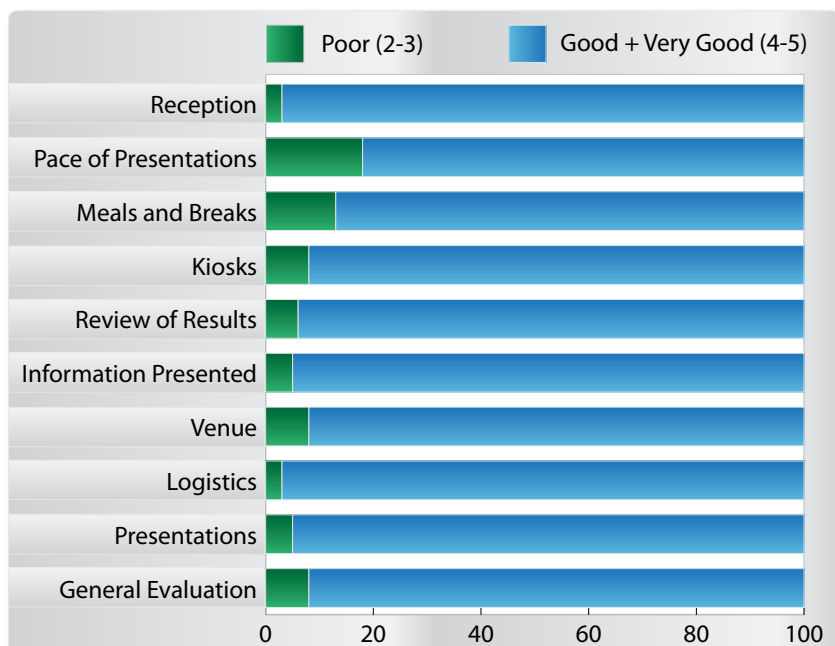
### Preferences for the Next Symposium

**65%**

of respondents preferred a symposium during the week

**63%**

of respondents preferred a full two-day symposium





# Your Feedback...

**Appreciate fully bilingual documentation**

*Nice program, but not enough time to truly benefit from it all*

*Very very good, I will be back, I learned a lot*

*It would be beneficial for there to be more interaction. It would be preferable for there to be representation from health care organizations and health providers*

**Excellent symposium! Very interesting and well organized**

*I would have liked to see more publicity to attract hospital Board members, more emphasis put on the presence of simultaneous interpretation. They should hear the francophone perspective! (in order to be more open to the needs of Francophones)*

*The choice of speakers was excellent*

*The target audience should be volunteers on boards of directors in order to raise their awareness of health service programming*

*Perhaps consider offering the sessions during the week*

**Excellent choice of speakers**

**So much in so little time. Bravo**

*Plan for a regional brainstorming session to allow Northern communities and NOSM to anticipate solid and lasting partnerships for the benefit of all*

*If possible, have the symposium over several days, during the week*

*I thought it was all well done*

*Excellent documentation*

*I would have like for the speakers to have time to make their full presentation*

## Suggested Themes for the Next Francophone Symposium:

- Follow up on recruitment and retention: "The Francophonie can and should be healthy".
- Health: a community issue
- The future of health in Ontario
- Sharing/workshops to address the challenges NOSM faces vis-à-vis future Francophone students
- Developing networks and francophone health networking

## THE EXHIBITORS

- Carrières en santé
- Centre de santé communautaire de Kapuskasing
- Centre de santé communautaire du Témiskaming
- CNFS
- Collège Boréal
- Conseil scolaire catholique de district des Grandes Rivières
- NOSM
- Réseau de santé en français du Moyen-Nord de l'Ontario
- Réseau de santé francophone du Nord de l'Ontario
- RIFSSSO
- North East and North West Local Health Integration Networks
- Laurentian University
- The Venture Centre/Le Centre de développement

## PRESS RELEASES

See [www.nosm.ca](http://www.nosm.ca)

- Pre symposium
- Symposium
- Post symposium
- Tribute to Maureen Lacroix
- Bursary established by Collège Boréal

## THANK YOU TO OUR SPONSORS



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[www.boreal.on.ca](http://www.boreal.on.ca)



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