



Northern Ontario
School of Medicine
École de médecine
du Nord de l'Ontario
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2009 COMMUNITY REPORT

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MESSAGE FROM THE DEAN AND CEO

DR. ROGER STRASSER

Dean and CEO,
Northern Ontario School of Medicine

The 2008-2009 academic year was truly a year of milestone achievements for the Northern Ontario School of Medicine (NOSM)!

In the spring, we celebrated the graduation of NOSM's Charter Class from the School's M.D. program. For the first time, 55 new physicians graduated from a distinctive community-engaged medical education program with a curriculum designed to address the specific health challenges of Northern and rural populations.

The School also celebrated the first completion of residents from NOSM's Family Medicine Residents of the Canadian Shield (FM RoCS) program, the newest in Canada. Twenty fully qualified physicians trained in communities across the North are now practicing family medicine or undertaking additional training.

Included in this year of firsts is full accreditation of NOSM's M.D. program by the Committee on

Accreditation of Canadian Medical Schools (CACMS) and the Liaison Committee on Medical Education (LCME). The completion of this challenging, multi-year process now places NOSM alongside all accredited medical schools in North America.

NOSM also now enjoys the distinction of having achieved accreditation for its Continuing Education Professional Development (CEPD) program. From this point forward, NOSM's CEPD office is fully authorized to award Continuing Medical Education (CME) credits to physicians for participating in authorized educational events in Northern Ontario.

Another success was achieved in the matching of NOSM's Charter Class students to Canadian residency programs through the Canadian Resident Matching Service (CaRMS) on their first attempt—the first time this has happened at any Canadian medical school in over ten years. Furthermore, NOSM's Family

Medicine residents outperformed all Canadian medical school residents in qualifying clinical examinations administered by the Medical Council of Canada (MCC). These results very tangibly demonstrate the outstanding calibre of our students and residents, reflect the quality of clinical teachers, and affirm the effectiveness of NOSM's distinctive model of medical education.

I hope you enjoy reading NOSM's third annual *Community Report* and share in celebrating the milestones accomplished with the support of our clinical physician teachers, health professionals, staff, faculty, and our many community partners, moving NOSM closer to fulfilling its mandate of contributing to improving the health of the people and communities of Northern Ontario.



DR. FREDERICK GILBERT
President, Lakehead University
and Chair, Board of Directors

MESSAGE FROM THE CHAIR, BOARD OF DIRECTORS

The first graduation of Northern Ontario School of Medicine undergraduate students and completion of NOSM's Family Medicine Residents of the Canadian Shield (FM RoCS) program by residents are tremendous milestone achievements.

NOSM has made remarkable strides in transforming a Northern Ontario dream into an internationally recognized school of medicine with a community-engaged model of education. During this special year of achievements, I congratulate, on behalf of the host universities, Lakehead and Laurentian, and the Board of Directors, the NOSM faculty, clinical physician teachers, and staff in also attaining full accreditation of the undergraduate medical education program, as well as ensuring NOSM's first M.D.s and residents enter their profession with a full understanding of the rigours and rewards of medical practice in Northern, rural, and culturally diverse settings.

As Chair of the Northern Ontario School of Medicine's Board of Directors, I have had the opportunity to witness the hard work necessary to allow us to get to the point where we have been able to celebrate this year of essential firsts. These milestones have made all of us in Northern Ontario proud.



MR. DOMINIC GIROUX
President, Laurentian University
and Vice Chair, Board of Directors

MESSAGE FROM THE VICE CHAIR, BOARD OF DIRECTORS

We are deeply enthusiastic about the pace at which our School of Medicine has been fulfilling its mandate. In the past year alone, its list of achievements includes the graduation of 55 Charter Class members from the M.D. program, the graduation of ten dietitians from the Northern Ontario Dietetic Internship Program (NODIP), the completion of training of 20 residents from the Family Medicine program, and accreditation of its M.D. and Continuing Education and Professional Development (CEPD) programs.

These are truly remarkable accomplishments for which all Northerners can take great pride.

We can all look forward to the School of Medicine's ongoing success as it continues to provide exceptional medical education that will benefit the communities of Northern Ontario.

A *Year* of Milestones

In an almost unbelievable show of support, hundreds of Northern communities, small businesses, and individuals came together to help finance our education. Our life's work will be to reflect and magnify the generosity and spirit you have shown to us.

Jonathan DellaVedova
Charter Class graduate

During the 2008-2009 academic year, NOSM achieved significant gains in key areas of the School's development. These milestones, celebrated with the participation of communities, clinical physician teachers, learners, faculty, staff, and supporters across Northern Ontario, signal NOSM's considerable progress in working


to become a cornerstone of community health care for the people of Northern Ontario.

Milestone accomplishments in education, program accreditation, research, and learner outcomes, featured in this report, weave together NOSM's made-in-Northern Ontario story of success.

NOSM's 2009 *Community Report* includes public commentaries, compelling visuals of the celebratory milestone events, and additional points of interest which chart the School's development from a startup organization to a fully operational institution.

Charter Class graduate, Jonathan DellaVedova, addresses his fellow graduates at the East Hooding Ceremony.





*Charter Class graduates,
clockwise from top left:
Alexandre Anawati, Natalie Moreau,
Todd Spencer, Sandi Adamson,
Jeffrey Middaugh, and
Megan Messenger.*

FIRST M.D. GRADUATES

For the first time, medical students graduated from NOSM's distinctive M.D. program, which has been developed to incorporate both classroom learning and hands-on clinical training in communities across Northern Ontario. Having graduated from this innovative community-based learning model, 55 new resourceful, self-reliant, culturally and emotionally sensitive physicians are fully acquainted

with the rigours and rewards of medical practice in Northern, rural, and culturally diverse settings. Now, NOSM's first graduates are demonstrating their knowledge in residency programs in Northern Ontario and across the country.

Through the Canadian Resident Matching Service (CaRMS), all Charter Class students were successfully matched in March 2009 to residency

programs in the first round. Over ten years have elapsed since a cohort of graduating students from one medical school in Canada has achieved such results.

Seventy percent of these new physicians trained in Northern Ontario are undertaking residency programs in predominantly rural family medicine.

Dr. Aaron Orkin, one of the first residents to complete the Family Medicine residency program at NOSM.

I'm proud to say that the Northern Ontario School of Medicine has established a mandate not just to produce doctors, but to produce the kind of doctors that our Northern communities really need.

*Dr. Aaron Orkin
NOSM Family Medicine Resident*

FIRST COMPLETION OF NOSM'S FAMILY MEDICINE PROGRAM

Equally unprecedented during this year of milestones was the completion of residency training by 20 residents from NOSM's Family Medicine Residents of the Canadian Shield (FM RoCS) program, the newest family medicine program in Canada. These fully-qualified physicians, now

practicing medicine or pursuing additional specialization, gained direct understanding of Northern health challenges and opportunities through their training in rotation sites throughout the region.

Deserving of special mention, the Medical Council of Canada (MCC)

examination scores achieved by this group of family medicine residents surpassed those achieved by their peers across the country, and included demonstrated excellence in problem solving, patient interaction, and data acquisition.

FULL M.D. ACCREDITATION GRANTED

Included in this year of firsts is full accreditation of NOSM's M.D. program. The Committee on Accreditation of Canadian Medical Schools (CACMS) and the Liaison Committee on Medical Education (LCME) together granted full accreditation status to the School's undergraduate program, placing it alongside other medical schools in North America.

CEPD ACCREDITATION ACHIEVED

NOSM now enjoys the distinction of having achieved accreditation for its Continuing Education Professional Development (CEPD) program. From this point forward, NOSM's CEPD office is fully authorized to award Continuing Medical Education (CME) credits to physicians for participating in authorized educational events in Northern Ontario.



ADDITIONAL M.D. STUDENT SPACES

Just one year after the graduation of its Charter Class, NOSM will expand the number of learners in each undergraduate class from 56 to 64 in 2010. The Ontario government announced in May 2009 that it would increase NOSM's medical student spaces by eight, and provide the School with \$1.6 million to purchase additional equipment and create off-site learning locations.

BUILDING RELATIONSHIPS IN RESEARCH

The first of its kind, the *Partnership Opportunities in Research Gathering* organized by NOSM and held in Thunder Bay brought together stakeholders to build on previous efforts in establishing principled research practices with Aboriginal peoples and communities across Northern Ontario.

Charter Class graduates celebrate their accomplishments at the public reception at Lakehead's Hangar in Thunder Bay.

MILESTONE CELEBRATIONS TIMELINE OF EVENTS

Fifty-five new medical doctors and 20 residents completed programs at the Northern Ontario School of Medicine in the spring of 2009.

These successes, celebrated in May and June across Northern Ontario, involved the participation of staff, faculty, clinical physician teachers, community representatives, associates, honoured dignitaries, friends, and family members, who gathered together with NOSM learners in a week of milestone celebrations.

Day 1

May 28, 2009
Marathon

Day 2

May 29, 2009
Thunder Bay

Day 3

May 30, 2009
Thunder Bay

Day 4

May 31, 2009
Community Visits

Day 5

June 1, 2009
Community Visits



Residents from NOSM's Family Medicine Residents of the Canadian Shield (FM RoCS) program celebrate the completion of their postgraduate training at a dinner in Marathon.



Graduands of the M.D. program are called from an audience of special guests, family members, and close friends to receive their M.D. hoods from Dr. Joel Lanphear, NOSM Senior Associate Dean, and Associate Dean, Undergraduate Medical Education, and to be formally congratulated by NOSM Dean, Dr. Roger Strasser. The intimate, time-honoured tradition of the hooding ceremony recognizes significant individual achievement and acknowledges the transition from student to physician.



Twenty-four M.D. students from NOSM are awarded their medical degrees at the Lakehead University Convocation Ceremony in Thunder Bay with friends, family, and NOSM faculty in attendance.



Hundreds of invited guests, students, residents, NOSM staff, and faculty are joined by honoured dignitaries at a Milestone Celebrations public reception to congratulate learners on their achievements. Distinguished speakers call attention to the School's importance in contributing to the well-being of the people of Northern Ontario as it continues to educate health professionals in future years.

Everyone here has had a significant role in bringing the Northern Ontario School of Medicine to where it stands today. NOSM has over 70 communities which offer clinical training opportunities to students in Northern Ontario. Given the support of so many participants, this truly has been a remarkable success.

*Michael Gravelle
MPP Thunder Bay-Superior North
Minister of Northern Development and Mines*

Day 6

June 2, 2009
Community Visits

Day 7

June 3, 2009
Community Visits

Day 8

June 4, 2009
Sudbury

Day 9

June 5, 2009
Sudbury



Volunteering Charter Class graduands board buses to visit several communities that hosted them during cultural and clinical placements. The bus trips include stops in the communities of Marathon, Wawa, Sault Ste. Marie, Espanola, Manitoulin Island, Parry Sound, Geraldton, Hearst, Kapuskasing, Timmins, Kirkland Lake, Temiskaming Shores, Sturgeon Falls, and North Bay.

Clinical physician teachers, allied health professionals, and community supporters are essential to the success of NOSM's community-engaged medical education model.



NOSM Dean Dr. Roger Strasser pays tribute to M.D. graduates during the Hooding Ceremony at Laurentian University, reminding them of the opportunities and responsibilities of their chosen profession.



NOSM's East Campus graduands receive their medical degrees at the Laurentian University Convocation Ceremony with friends, family, and NOSM faculty in attendance.



The Milestone Celebrations public reception at Laurentian University attracts several hundred supporters. NOSM Dean Dr. Roger Strasser, faculty members, public dignitaries, and resident and Charter Class representatives express their gratitude to the School's many supporters.

M.D. GRADUATES REFLECT ON NOSM EXPERIENCE

Like all learners at NOSM, our M.D. graduates share a passion for rural health and an education experience grounded in the realities of community health care. They receive clinical training in a variety of settings – hospitals, health centres, family practices – where they witness health challenges first hand and are introduced to the distinct cultures, lifestyle opportunities, and learning environments of Northern Ontario. These are some of the reflections by NOSM's first M.D. graduates on learning medicine under the School's distinctive model of medical education.

Todd Spencer

"The style of hands-on, self-directed learning has been wonderful. I have been able to throw myself completely into the program and, in the process, meet incredible people through the community placements. A number of lasting friendships have come out of this."

David Janhunen

"All areas of medicine are coming at you all the time. Over the course of the year, this longitudinal program encouraged me to revisit many aspects of medicine which I would not have been able to do in a traditional system."

Kimberley Perlin

"Patient interaction in the communities impacted me in a way I'll never forget. I was able to take textbook learning and attach it to real people with real feelings and social ties. This was an ideal context for learning."



WHO ARE NOSM'S NEW DOCTORS?

The profile of the first graduating class from the M.D. program, and each entering class since, reflects the cultural diversity of Northern Ontario.

Of NOSM's Charter Class students:

- There were 38 females (69%) and 17 males (31%)
- Ten (18%) were self-identified Francophone students
- Six (11%) were self-identified Aboriginal students
- The average age of the class members was 28.7 years
- The average weighted Grade Point Average (GPA) was 3.68 (on a 4.0 scale)
- 2,098 applications were received
- 395 applicants were interviewed

Tracey Ross

"I wanted to do something that was fundamentally important to me. I could not imagine anything more fundamental than health care and helping people. Without NOSM, I would not have attended medical school, nor have developed the quality of friendships I did here."

Oluwole Ayeni

"This experience is something I will take away with me for many years following my graduation from NOSM. The opportunity to meet and network with other medical students and researchers was incredible, not to mention my exposure to a variety of cutting-edge research."

Sandi Adamson

"Whenever I sit and talk to a patient, I know I made the right decision. I love talking with them and working together to create the best health management plan. Going to bed every night knowing there is nowhere else I would rather be is a wonderful feeling."



RESIDENTS REFLECT ON NOSM EXPERIENCE

Residents in all of NOSM's postgraduate programs bring multiple talents to their residency training in the rural, remote, and urban communities of Northern Ontario. Full immersion in these culturally diverse settings provides exposure to the rigours and rewards of medical practice in the North and to the diversity of lifestyle choice.

Here, some of the 20 residents who completed training in NOSM's Family Medicine Residents of the Canadian Shield (FM RoCS) program share their thoughts on the benefits of medical training in Northern communities.

Dr. Michael Bodnar

"The reason I came to this program is the multitude of third-year opportunities available, including the emergency medicine program in which I'm involved."

Dr. Nadia Bowen

"There are many opportunities to learn one-on-one with preceptors, so when there was the chance to learn, I was right there. In a larger program, I may have been behind three or four people."

Dr. Jeremy Mozzon

"Our postgraduate directors and administrative staff are the ones who make or break the program. They have always been very happy to support residents in anything that we needed."



NOSM EXPANDS RESIDENCY PROGRAMS

Residency training is an essential step in the certification of physicians in Canada. Currently, 168 residents are undertaking training in accredited residency programs delivered by NOSM.

The School is pleased to announce the recent addition of Royal College specialty programs in pediatrics and general surgery. The growing number of accredited residency programs supports the School's objective of providing specialty training across the spectrum of medical education under a distributed community-engaged model that is a key feature of our residents' education.

Dr. Shayna Hoffman

"A major attraction of the family medicine program is that a lot of the residents and doctors are on the same page in terms of interests. The resident community is really tight knit and we have had lot of opportunities to participate in activities together."



THE NATURAL CHOICE



Accredited Residency Training Programs at NOSM:

Family Medicine

- PGY3 Emergency Medicine
- PGY3 Anesthesia
- PGY3 Maternity Care Enhanced Skills
- PGY3 Care of the Elderly Enhanced Skills
- PGY3 Self-Directed Enhanced Skills

Community Medicine

General Surgery

Pediatrics

Anesthesiology

Internal Medicine

Orthopedic Surgery

Obstetrics/Gynecology

Psychiatry

THE BUILDING OF A DREAM

The creation and development of NOSM, and the opportunities made possible by its unique model of community-engaged medical education, occurred over several years. These turning points chart the School's growth from a pan-Northern vision to a fully functional and accredited medical school for the 21st century.

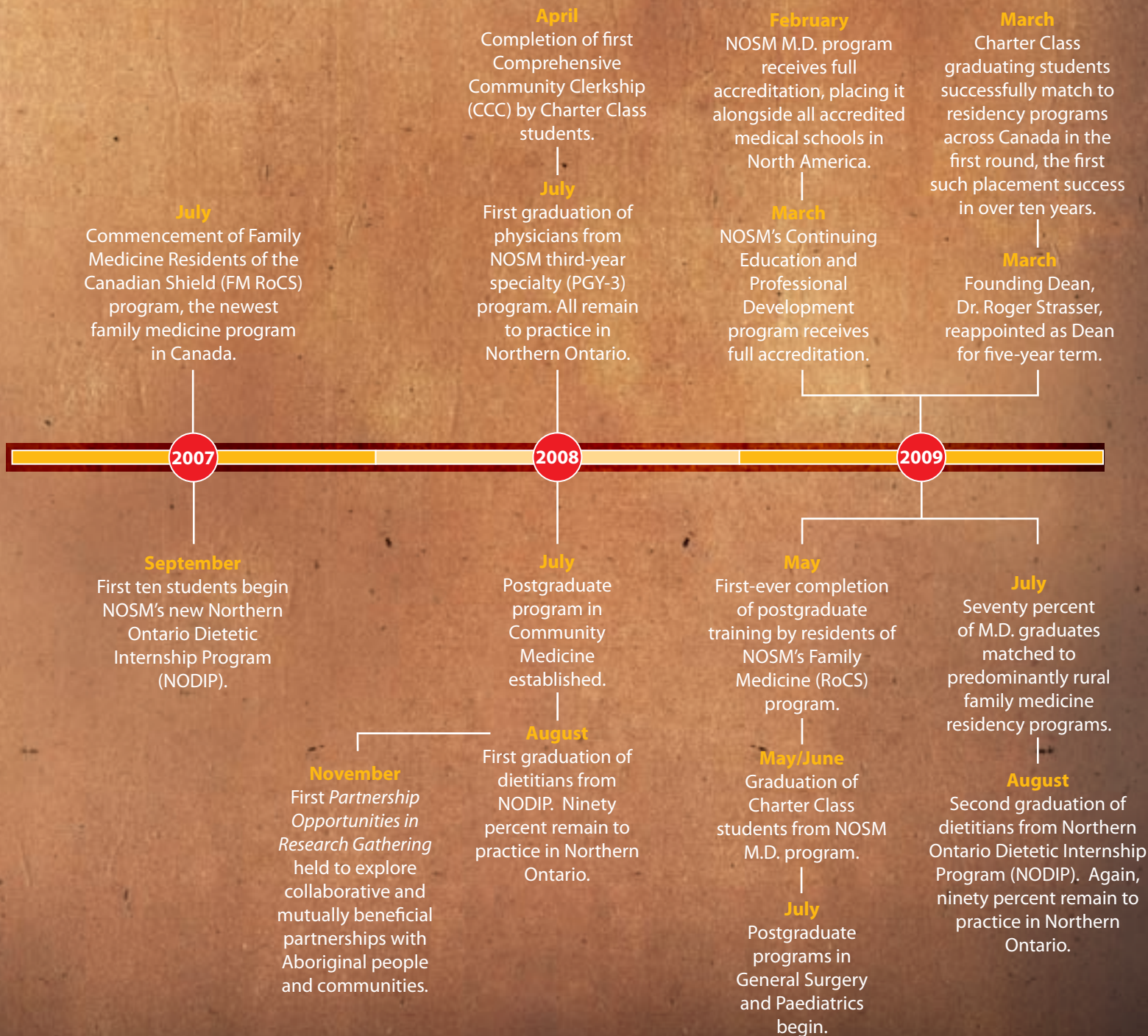




NOSM's East Campus in Sudbury.



NOSM's West Campus in Thunder Bay.



CELEBRATING Success

The recognition by my peers and colleagues makes me even more thankful to have the opportunity to make a difference in the oral health of children and their families across the North.

*Dr. William Hettenhausen
Assistant Professor*

NOSM ASSISTANT PROFESSOR INDUCTED AS HONORARY FELLOW

Acknowledged by colleagues for his outstanding work in oral health, Dr. William Hettenhausen has been inducted as Honorary Fellow into the esteemed International College of Dentists. Dr. Hettenhausen's career is distinguished by his work in the prevention of tooth decay, especially among children

in First Nations communities and in inner-city schools. His emphasis on addressing causes of oral deterioration, rather than the treatment of effects, supports general shifts in the profession that show a reduction in dental disease through patient education and prevention.

Dr. Hettenhausen is executive director of "Your Teeth For A Lifetime," and is the principal organizer of annual Oral Health Month programs.

NOSM FACULTY MEMBER AWARDED DISTINCTION BY MEDICAL COMMUNITY

At a College of Physicians and Surgeons of Ontario Council meeting held in November 2008, Dr. William McCready, Associate Dean of Faculty Affairs and Faculty member at the Northern Ontario School of Medicine was presented with a Council Award recognizing the compassionate and individual care that he delivers to each of his patients.

Described by his colleagues as an "outstanding physician," Dr. McCready has led the establishment of a renal unit that is second to none and has been a driving force in the development and growth of medical training in Northern Ontario.

Dr. McCready's promotion of health care in Northern Ontario dates back to 1982 when he

began teaching medical learners at the Northwestern Ontario Medical Program (NOMP). Since, Dr. McCready has participated in efforts to ensure that NOSM become a true pan-Northern partnership by enlisting the support of communities and health professionals in the teaching of clinical skills to NOSM learners.

I have seen the School go from being a dream to a successful reality and I am sure it will change the face of medicine in Northern Ontario as physicians consider and embark on academic careers that complement their clinical work.

*Dr. William McCready
Associate Dean of Faculty Affairs*



Learner Awards of Excellence Recipients

Safiya Adams
Entering Class of 2005

Alexandre Anawati
Entering Class of 2005

Paul Miron
Entering Class of 2007

Tyler Verdun
Entering Class of 2007

Faculty/Clinical Physician Teacher Awards of Excellence Recipients

Dr. Jacques Abourbih

Dr. John Kargbo

Dr. Pierre Mikhail

Dr. Christine Kupsh

Staff Awards of Excellence Recipients

Inspiration:

Patty Fink
Director, NOSM Health
Sciences Library

Teamwork:

Kimberley Larkin
Communications Officer

Innovation:

Mathieu Séguin
Graphic Designer

Leadership:

Tina Vrbnac
Director, Human Resources



From left to right: Safiya Adams, Tyler Verdun, Paul Miron, and Alexandre Anawati.

RECOGNIZING EXCELLENCE

Commitment to excellence in medical education is evident in all areas of the Northern Ontario School of Medicine. This year, several Awards of Excellence were granted to acknowledge the outstanding efforts made by faculty, clinical physician teachers, learners, and staff members.

Award recipients were assessed and selected from an extended list of exceptional and dedicated nominees chosen by their peers.



From left to right: Patty Fink, Kimberley Larkin, Mathieu Séguin, and Tina Vrbnac.



NOSM researchers conduct field investigations.

NOSM HONOURED FOR eLEARNING INITIATIVES



NOSM has created an innovative distributed model of education that integrates the latest in broadband technologies and eLearning activities to assist in the delivery of its distinctive curriculum.

Among NOSM's successes are advances in technology. In 2008, NOSM was selected to be the ORION Learning Award recipient. This tribute from a leading provider of high-speed connectivity recognizes the achievements of faculty, staff, and students in organizations in the implementation of initiatives that make use of ORION and advanced networks to promote and facilitate successful examples of innovation in teaching, training, and learning.

Wherever they are in Northern Ontario, NOSM learners and instructors can avail themselves of a wide range of eLearning technologies designed to advance both the learning process and educational content.

RESEARCH AWARDS BENEFITTING ALL OF NORTHERN ONTARIO

During the past academic year, 16 NOSM medical learners were presented with research awards by the Heart and Stroke Foundation of Ontario (HSFO) and the NOSM Founding Dean Summer Medical Student Research Awards program. Both programs are designed to support medical students to gain research training while working with established NOSM researchers. The projects are carried out all across Northern Ontario.

The five HSFO Summer Medical Student Award recipients, listed at right, each received \$6,000 to gain cardiovascular research training.


The 11 Founding Dean Summer Medical Student Research Awards recipients, each awarded \$6,000, will undertake research relevant to the people and communities of Northern Ontario.

Heart & Stroke Foundation of Ontario Award Winners

Kevin Agostino
Pamela Felhaber
Yves Landry
Britney Parlett
Anna Maria Soviero

Founding Dean Summer Medical Student Research Awards

Kathleen Anderson
Kathleen Carten
Melissa Crawford
Carla Dubois
Stacey Erven
Meghan Garnett
Sean Gravelle
David Harris
Richard Nadeau
Josée Poulin
Zachary Veitch



*Summer Science Camp student
participates in casting
activity.*

| COMMUNITY ENGAGEMENT,
CONTINUING EDUCATION,
| AND RESEARCH

THE FUTURE OF HEALTH CARE

NOSM's model of community engagement encompasses all distinct groups, including Aboriginal and Francophone youth.

In July 2009, teenagers from ten Northern Ontario communities participated in two week-long Summer Science Camps hosted by the Northern Ontario School of Medicine, held at the School's West Campus in Thunder Bay and East Campus in Sudbury. The Summer Science Camps, attended

by 45 high school students in total, were jointly hosted by NOSM's Aboriginal and Francophone Affairs Units, with assistance from the School's medical and research students, as well as various physicians and health-care providers.

Generous contributions from FedNor, the Ministry of Research and Innovation, and the ING Foundation support this program.

Camp activities — which included team-building exercises, a digital diary project, introductions to microbiology and CSI (Crime Scene Investigation), a look at the cardiovascular system, wilderness first aid, tours of NOSM's research laboratories, and an opportunity to interview various health-care professionals — are intended to give Northern Ontario high school students a glimpse into the world of science and medicine and inspire them to consider pursuing a career in the health field.



The Summer Science Camps provide hands-on, interactive experiences and learning about medicine and a host of other health-related careers. They have been hugely successful as measured by feedback from participants, parents, and medical student mentors alike.

*Danielle Barbeau-Rodrigue
Director, Francophone Affairs*

The Aboriginal Reference Group (ARG) is an essential link between the School and the Aboriginal community, serving to provide guidance and insight on the Aboriginal perspective.

[illegible]

MEANINGFUL ABORIGINAL ENGAGEMENT AND PARTICIPATION

Ensuring meaningful engagement with, and participation by, Aboriginal people and communities is a critical component of NOSM's mandate to contribute to improving the health of all Northerners. The School's Aboriginal Affairs Unit has, since its inception, worked diligently to ensure that Aboriginal interests are well represented. The Unit itself has grown to reflect increased participation, and currently employs nine staff members located at the School's East and West campuses and in communities across Northern Ontario.

Led by the Aboriginal Affairs Unit, the School is developing a robust Elder's Program which will include an 'Elder-in-Residence' component, developing additional Aboriginal learner support mechanisms, building partnerships with NOSM's host universities, and creating a new and innovative Aboriginal student initiative, which will encourage student-to-student mentorship across all four years of NOSM's M.D. program. In addition, an Aboriginal bursary program will support those in financial need, reinforcing NOSM's commitment to Aboriginal learners.

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MEANINGFUL FRANCOPHONE ENGAGEMENT AND PARTICIPATION

The Northern Ontario School of Medicine is committed to a culture of inclusiveness and, as such, responds to the needs of all people and communities in the North, including Francophones and people whose working language is French. NOSM endeavours to ensure all its activities demonstrate sensitivity to the cultural and linguistic needs of the Francophone population. Support for learners, faculty, staff, and community members is available for anyone seeking services in the French language.

NOSM encourages the recruitment of Francophones to its undergraduate, postgraduate and professional programs, and promotes health-care careers to Francophone youth. Each year NOSM's Francophone Affairs Unit and Aboriginal Affairs Unit host NOSM's Summer Science Camps. These week-long sessions provide diverse hands-on and interactive activities that involve young people in the learning process and in the challenges and rewards of careers across the health-care spectrum.

The School continues to enlist Francophone support in an ongoing dialogue through a community consultation project, a feedback-rich process which seeks to enhance greater representation among the School and the Francophone communities it serves.

PARTICIPATION ET ENGAGEMENT FRUCTUEUX DES FRANCOPHONES

L'École de médecine du Nord de l'Ontario se fait un devoir d'entretenir une culture où tout le monde à sa place et de répondre par conséquent aux besoins de tous les gens et de toutes les communautés du Nord, y compris les francophones et les personnes dont la langue de travail est le français. Elle fait de son mieux pour que toutes ses activités tiennent compte des besoins culturels et linguistiques de la population francophone. De l'aide est offerte aux étudiants, au corps professoral, au personnel et aux membres de la communauté qui désirent obtenir des services en français.

L'EMNO encourage le recrutement de francophones dans ses programmes de premier cycle, des cycles supérieurs et professionnels. En plus, elle fait connaître les carrières en santé chez les jeunes francophones. Chaque été, le bureau des affaires francophones et le bureau des affaires autochtones de l'EMNO organise des camps de sciences. Ces sessions d'une semaine consistent en diverses activités pratiques et interactives qui engagent les jeunes dans un processus d'apprentissage et les sensibilisent aux défis et aux récompenses de carrières de tout le secteur de la santé.

L'École fait appel en permanence aux francophones dans le cadre d'une consultation communautaire, un processus permettant de recueillir de nombreux avis et suggestions afin d'améliorer la liaison entre l'École et les communautés francophones qu'elle sert.

RESPONDING TO FRANCOPHONE PRIORITIES

In 2003, NOSM established the Francophone Reference Group (FRG) to respond to the needs of the Francophone people and communities of Northern Ontario. Members of the FRG provide a link with their respective communities in order to ensure that Francophone priorities are brought to the attention of the Dean and are considered at every level of the School in terms of recruitment, board, staff, and faculty representation.



RÉPONDRE AUX PRIORITÉS DES FRANCOPHONES

En 2003, l'EMNO a mis sur pied le Groupe témoin francophone pour répondre aux besoins de la population et des communautés francophones du Nord de l'Ontario. Les membres de ce groupe constituent un lien avec leurs communautés respectives en vue de porter les priorités des francophones à l'attention du doyen et de veiller à ce qu'elles soient prises en considération à chaque niveau de l'école en termes de recrutement et de représentation au conseil, au sein du personnel et du corps professoral.

A FULLY ACCREDITED CEPD PROGRAM

The Northern Ontario School of Medicine is pleased to mark the full accreditation of the CEPD program with the introduction of a new logo. The interconnecting individuals symbolize collaboration from the many health-care participants across Northern Ontario, and the various colours signify the diversity of the population served.



The 2009-2010 Program owes its diverse and relevant content to the participation of many supporters committed to developing meaningful Continuing Education Programs. It is the result of over 15 CEPD Program Planning, Advisory and Faculty Development Committees as well as the participation of the Research Task Force (RTF).

Throughout the 2009-2010 academic year, CEPD staff will continue this tradition of inclusion by working with a broad section of health-care professionals to explore all aspects of program improvement, including content, purpose, and delivery method.

Look for regular updates to NOSM's CEPD Program, published quarterly, and available online at www.nosm.ca.



PROFESSIONAL DEVELOPMENT RELEVANT TO DIVERSITY OF NORTHERN ONTARIO

Through its Continuing Health Professional Education (CHPE) portfolio, NOSM offers a versatile professional development calendar, which reflects the interdisciplinary nature of the School's curriculum. Innovative, often electronically delivered programs that reach large numbers of health-care providers and administrators, faculty, staff, and students disbursed over vast distances account for NOSM's distinction as provider of the largest continuing health professional education program in the country. Each year NOSM strives to refine its programming to ensure that courses address the needs of faculty and health professionals, providing hundreds of educational events which reflect the diversity of subject matter along the continuum of medical education.

Symposia, conferences, and workshops are some of the learning formats utilized to deliver training sessions that are relevant, responsive, and sensitive to the cultural and linguistic needs of the people and communities of Northern Ontario.



SOCIALLY ACCOUNTABLE RESEARCH

Research at the Northern Ontario School of Medicine is driven by the School's social accountability mandate. NOSM has adopted an innovative and unique research program that attracts graduate students, medical learners, health-care professionals, and scientists from around the world to investigate questions that have direct relevance to the populations of Northern Ontario.

During this 2008-2009 academic year, NOSM continued to build on its commitment to socially accountable research by hosting two major initiatives.

Partnership Opportunities in Research Gathering November 4 – 6, 2008

The Partnership Opportunities in Research Gathering was an unprecedented occasion that brought together over one hundred participants from Aboriginal communities, health research organizations, and NOSM to engage in meaningful dialogue on topics regarding research involving Aboriginal peoples and their communities. The first forum of its kind in Canada, this three-day event held in Thunder Bay was an important step in establishing mutual understanding between Aboriginal people and researchers, and developing a framework for future collaborative partnerships between the participants.

Highlights

- Conversations with over 100 Aboriginal community representatives, researchers, administrators, and NOSM faculty and staff.
- Discussions on divergent world views and their effects on research approaches.
- Identification of differences leading to historic patterns of contention and distrust.
- Exploration of collaborative approaches within which research will proceed in ways that benefit all participants.

Northern Health Research Conference May 29 – 30, 2009

NOSM's fourth annual Northern Health Research Conference (NHRC) held at Lakehead University in Thunder Bay focused, as it has in the last three years, on research suited to community needs. Included among the many presentations this year were investigations into diabetes care, aging and disability, and the effects of industry shutdowns on health status patterns.

Highlights

- Keynote Speaker, Dr. Kue Young, Professor and TransCanada Pipelines Chair, Dalla Lana School of Public Health, University of Toronto, addressed the question: "Why Am I Here? A Southern Academic's Perspective on Northern Health Research".
- Seventy-eight oral presentations and poster displays involving over 200 authors.
- High school students from Thunder Bay and surrounding communities attended presentations to learn about health research, health careers, and the NOSM M.D. program.

HUMAN HEALTH AND THE NORTHERN ENVIRONMENT



Researchers at NOSM are investigating human health and the Northern environment. Examples of studies underway include examining the effects of metals and other contaminants on maternal-infant health, Parkinson's disease and pesticide use, and the impact of mining activity on health.

VARIOUS NOSM FACULTY RESEARCH PROJECTS UNDERWAY

Dr. Neelam Khaper

The major directions of Dr. Khaper's research are to understand the role of oxidative stress and inflammation in the pathogenesis of cardiac dysfunction subsequent to diabetes and iron overload. Other collaborative projects include investigating the role of gasotransmitter and integrin receptor in cardiac redox regulation and inflammation.

Dr. John Th'ng

Dr. Th'ng's research is focused on genes that affect cancer development, growth and treatment. The cell cycle genes CDK1 and CDK2 are controlled by oncogenic signals to reorganize the chromatin structure to affect gene expression patterns and cell growth. The increased cell growth leads to further genetic changes that promote the development of resistance to chemotherapy drugs. Outcomes of cancer treatments can be dependent on personal genomics. Specific genes in individuals are being studied for their potential use in personalized medicine and individualized therapy. These genes are screened for features that may indicate susceptibility for certain cancers. Other genes are also screened for efficacies of anticancer drugs that might be used in the treatments.

Dr. Greg Ross

Dr. Ross is a biomedical research scientist specializing in disorders of the nervous system and drug recovery. His research is focused on the influence of environmental factors on brain and peripheral nervous system disease, and he has study sites throughout Northern Ontario and in other regions of Canada. Additionally, he is active in the development of new therapeutic approaches for the treatment

of chronic pain, particularly pain associated with cancer.

Dr. Tom Kovala

Dr. Kovala's research projects are focused in two areas. The first area involves studying the regulation of the genes responsible for the formation of new blood vessels. An understanding of these pathways will allow the development of therapeutic approaches to increase blood vessel formation, to encourage wound healing, or block it, in order to starve tumours. The second area of research involves the development of cancer drugs and how these drugs induce death in tumour cells.

Dr. Carita Lannér

Dr. Lannér's research involves investigating the development of drug resistance in ovarian cancer and changes in gene expression associated with drug resistance. Ovarian cancer cell lines resistant to chemotherapy drugs have been developed. Microarray analysis of gene expression changes in the resistant cell lines may help to understand how ovarian cancers develop resistance to chemotherapy drugs. In another research area, proteomic analysis is used to find differences in protein expression between normal and malignant cells to define changes associated with the development of cancer. A combined knowledge of genomic and proteomic changes in ovarian cancer can help to develop biomarkers for diagnosis, prediction of therapy response and assist in selecting the best therapy for the patient.

Dr. Brian Ross

Dr. Ross's research has two main themes. The first is to understand how diet affects brain function and whether diet influences mental

health, with a current focus on anxiety and attention disorders. In doing so, Dr. Ross utilizes several different clinical and pre-clinical methodologies. Another major theme involved applications of volatile gas quantification to medicine, physiology and biotechnology, including studies of Celiac disease, cancer and oral disease. To accomplish this Dr. Ross's laboratory is equipped with cutting-edge equipment, including a Selected Ion Flow Tube Mass Spectrometer, head-space GCMS and Thermal Desorption Mass Spectrometry.

Dr. Geoffrey L. Hudson

Dr. Hudson's research projects are in the areas of the social history of health and medicine including disability, as well as war and medicine in England and Canada.

Dr. Raymond W. Pong

Dr. Pong's research focuses on three areas: rural health services and policies, rural population health, and the health workforce. His current research activities include the following: a multi-year tracking study of the students and graduates of the Northern Ontario School of Medicine; an analysis of the social and economic impact of the Northern Ontario School of Medicine; an examination of psychiatric outreach services in Northern Ontario; multi-year workforce surveys of nurse practitioners in Ontario; and a national study on physician retirement. He is also publishing a series of articles on the health status of and health services utilization by rural Canadians, which are based on a completed national study titled "How Healthy Are Rural Canadians? An Assessment of Their Health Status and Health Determinants".

RESEARCH RELEVANT TO THE NORTH

Dr. Prashant Jani

Dr. Jani's research study, "Predictors of Local Recurrence in Ductal Carcinoma in Situ: A Population-based Outcomes Analysis," establishes the largest cohort of DCIS in the world, and will be the only population-based study of DCIS with full description of interventions and outcomes. It will include complete pathology review with resolution of all misclassifications. This study will help achieve objectives to identify women with DCIS at greatest risk of recurrence, to target treatments to those at risk while avoiding unnecessary morbidity for the majority of women with DCIS who will never die of breast cancer.

Dr. Susan Adams

Dr. Adams is a forensic psychiatrist with an interest in criminal harassment as a manifestation of psychiatric disorders. She has recently investigated the criminal harassment of Canadian politicians by mentally disordered persons. She is also collaborating with other researchers at Queen's University and McMaster University in the development of inferential statistical techniques for the analysis of quantified electroencephalography data sets.

Dr. Brian Shamesh

Dr. Shamesh's research activities are twofold: 1. Outpatient injections in hips from anterior and lateral entry points. This procedure is almost always done in hospital under fluoroscopic guidance or ultrasound. Performing this procedure without these imaging techniques would result in significant cost savings and speed the treatment of many patients with hip disorders; and, 2. Frozen shoulder treatment with a distension technique. This treatment is quick and safe, resulting in excellent results, but rarely performed.

Dr. Michel Lariviere

Dr. Lariviere focuses his research on mental health—particularly in more vulnerable populations including at-risk youth, Aboriginals, the incarcerated, and those who reside in rural and Northern areas. He has conducted large-scale epidemiological work in these populations with a view to improving access to care, reducing high-risk health behaviours and informing health policy and practice. A related area of interest is occupational mental health and the determinants of stress, commitment and satisfaction among health and human service professionals.

Dr. Jacques Abourbih

Dr. Abourbih's research interests include:

1. Epidemiology and risk factors for Carcinoma of the prostate. A review paper has been submitted for publication;
2. Factor analysis as a tool in enhancing summative and formative assessment of clinical competencies;
3. Using Virtual Patient Methods as Instruments and Metrics for Objective Summative Assessment; and,
4. Using Pathways for Interactive Narrative Education as an instructional tool in undergraduate and post-graduate medical education.

Dr. Richard Denton

Dr. Denton is working on a Masters Course thesis comparing the admitted students of NOSM with the other five medical schools in Ontario, looking at Arts vs. Science, Generalism, and Rural vs. Urban.

Dr. William Hettenhausen

The mouth is the gateway to the human body and an ideal location for oral/medical health evaluation and clinical diagnostic system research. Dr. Hettenhausen's

innovative research focuses on the measurement of oral gingival tissue inflammatory response to the chronic irritation caused by the bacteria flora in common dental biofilm (plaque). It enables a non-invasive monitoring of the current status of the body's immune system, and has dramatic implications in the early diagnosis and control of type II diabetes, AIDS and other systemic diseases that impair host immuno-competency. This research will also make it possible to evaluate the effects of various diet patterns, lifestyles, and therapeutic interventions on host resistance to chronic infection over time.

Dr. Sonja Grover

Dr. Grover's research concerns law and international human rights and is itself a form of human rights advocacy. Her research addresses a broad range of social justice issues affecting various marginalized and exploited peoples. She explores what needs to change in social policy, legislation and in the judicial approaches of domestic and international courts to the issues faced by these groups in order that they receive equitable treatment and justice. For her list of publications please see the following link <http://www.groverbooks.net/Publication%20List.htm>

Dr. Hoyun Lee

The Lee laboratory is trying to gain a better understanding of cell cycle control mechanisms in mammalian cells, with particular emphasis on DNA replication. Dbf4, Cdc7, and PCNA are being studied as model or target systems. The Lee group also tries to develop effective anticancer (combined) modalities, with particular emphasis of blocking the PI3K-Akt signalling pathway. Both natural products and synthetic compounds are being

VARIOUS NOSM FACULTY RESEARCH PROJECTS UNDERWAY

considered as potential therapeutics. In addition to studying potential drugs by high-throughput screening and other methods, repurposing and repositioning of known drugs is used to expand their usage and increase efficacy and specificity.

Dr. Roger Strasser

Dr. Strasser's research activities focus primarily on: rural health workforce, including recruitment and retention, education and training, and sustainability; rural health services, including health service delivery models, Aboriginal health, specific clinical services and sustainability; and, family practice.

Dr. Leslie Sutherland

Dr. Sutherland's research focuses on understanding the relationship between programmed cell death and cancer. Though it is well accepted that deregulation of programmed cell death occurs in tumours, resulting in the survival and expansion of mutant cell populations, many parameters remain to be determined. Interest focuses on determining the mechanism of action of two novel modulators of programmed cell death, RBM5 and RBM10. Laboratory members have gathered some extremely interesting and potentially clinically relevant data which suggest that the products encoded by both genes function by upregulating expression of death-inducing ligands of the tumour necrosis receptor superfamily. This upregulation results in either (a) cell death, or (b) sensitization of the cells to a cell death stimulus, such as certain chemotherapeutic agents that are used in cancer treatment. These results suggest that induced over-expression of these genes, in tumour cells, could contribute to tumour clearance. Her current focus is on the identification of RBM5 and

RBM10 binding partners and targets, in order to better understand how this novel family of RNA binding proteins functions to modulate cell death.

Dr. Elizabeth Wenghofer

Dr. Wenghofer's main areas of research interest are performance, quality improvement and continuing professional development of physicians. She is currently the principle investigator on the following projects:

1. Investigating the relationship between physician performance and physician migration;
2. Improving Continuing Medical Education and Continuing Professional Development Programs - What can we learn from physician performance in practice?;
3. Evaluation of alternative pathways to physician registration; and,
4. Performance in residency of international medical graduates and Canadian graduates.

Robert Barnett

Professor Barnett is currently the primary investigator for two projects focused on developing predictive modeling around:

1. Alternate Level of Care (ALC) days in North East Hospitals, using standardized administrative datasets; and,
2. Ranking environmental, geographical and clinical predictors of Long Term Care Home application for residents of Ontario.

He is also involved in several research projects looking at interprofessional and interorganizational collaboration within the Northeast, and population-based translational research.

Dr. Graham Elder

Dr. Elder is looking at hip fractures. The current ongoing studies are:

1. Outcomes (morbidity and mortality) of patients with inter

trochanteric hip fractures treated with a new minimally invasive hip pinning approach previously reported by Dr. Elder in the *Journal of Orthopaedic Trauma*. Outcomes for the 1st 100 patients are being examined; and,

2. Comparing outcomes (morbidity and mortality) of patients with inter trochanteric hip fractures treated with a dynamic hip screw (hip pinning) at a tertiary (McGill University Health Centre, Montreal) vs. community centre (Sault Area Hospital).

Dr. Rachel Ellaway

Dr. Ellaway's research portfolio is focused on educational informatics and systems issues with regard to health-care education, assessment and training. Her group is currently working on a number of funded projects around integrating simulation systems, remote control and tracking of simulation episodes, combining learner telemetrics from different educational technologies and the development and use of virtual patients. Other smaller projects include systems issues in summative assessment, virtual worlds for education and technical standards in support of health-care education. The goal of these various projects is to develop and evaluate new technologies and ways of using technology to improve the provision of health-care education and training in Northern Ontario.

Dr. Kristen M. Jacklin

Dr. Jacklin's research program is focused on Aboriginal peoples' health and well-being from an anthropological life-course perspective. Her work follows community-based participatory methodologies and is responsive to community-based research priorities. Currently Dr. Jacklin is principal investigator on two major projects:

1. Research concerning Alzheimer's

RESEARCH RELEVANT TO THE NORTH

disease and related dementias (ADRD) in Aboriginal peoples across Ontario which seeks to understand Aboriginal peoples' knowledge, attitudes and cultural interpretations of ADRD in order to inform long-term efforts to create culturally appropriate care, health promotion materials and diagnostic tools; and, 2. Community-based diabetes research (quality of care and community-based interventions) with the Wikwemikong Unceded Indian Reserve. Other interests and projects she is associated with include capacity building in Aboriginal health research (<http://www.ihrdp.ca/>), and impacts of residential schools on contemporary dietary patterns in First Nations.

Dr. Christopher Lai

Dr. Lai's research interests include:

1. Functional program evaluation — working with a core group, Dr. Rui Wang, Dr. Ian Newhouse, Dr. William Montelpare, Dr. Neelam Khaper, Dr. Nancy Jokinen, on evaluation of the CVP (cardiovascular prevention) program and the INR program;
2. Public Health issues — working with Kelly Belisle on Takotsubo Syndrome in NWO (Northwestern Ontario);
3. Many other clinical national and international researches; and,
4. Translational research and bench research are future goals.

Bruce Weaver

Professor Weaver is a member of the Centre for Research on Safe Driving (CRSD) at Lakehead University, and is involved in many of the research projects carried out by the Centre. The CRSD's research program is focused on the determinants of safe and unsafe driving (e.g., cognition, self-beliefs, health status, medication use), and on the development of methods to enhance safe driving. A list of publications can be seen at

<http://sites.google.com/a/lakeheadu.ca/bweaver/Home/publications>.

Dr. Marina Ulanova

Dr. Ulanova's major research project concerns molecular mechanisms of interactions between pathogenic bacteria and lung epithelial cells with an ultimate goal to identify new therapeutic targets for pulmonary diseases. She also studies epidemiology of the invasive *Haemophilus influenzae* disease in Canada in a post-vaccination era with specific emphasis on Aboriginal populations in Northern Ontario. In addition, she runs two collaborative projects on the role of integrin receptors as therapeutic targets in cervical cancer, and on the mechanisms behind cellular responses to oxidative stress.

Dr. Sandra Stewart

Dr. Stewart's research includes clinical neuropsychology and neuroimaging in psychiatric disorders; traumatic brain injury; computerized cognitive rehabilitation in Schizophrenia; evaluation of Methadone in a community addiction treatment program; comparative pharmacotherapy in clinical settings.

Dr. Michel Bédard

Dr. Bédard's main area of research is about health and aging, with a particular interest in automobile driving, caregiver burden, and mental health issues. The primary focus of his research program is on automobile driving, especially regarding the determinants of safe and unsafe driving (e.g., cognition, self-beliefs, health status, medication use) as well as approaches to enhance safe driving.

Dr. Dina El Demellawy

Dr. El Demellawy participates in several research projects mainly involving hematopathology, particularly involving new areas

of utilisation flow cytometry, immunohistochemistry, particularly studying application of new markers in differentiation of benign and malignant tumors in biopsies and cardiovascular pathology, particularly mode of failure of prosthetic valves. Few abstracts are submitted to United States and Canadian Academy of Pathologists meeting for presentation.

Dr. Sally Prystanski

Dr. Prystanski is currently working on a research project to assess if infrared imagery provides an accurate inflammatory joint count in rheumatological patients. Using a thermograph digital camera, pictures are taken of joints of patients referred to a rheumatologist. The heat radiating from 28 joints is assessed and compared to a similar joint count done by the rheumatologist. A computer program is being developed to accurately assess the heat images.

Dr. Marion Maar

Dr. Maar's work focuses on Aboriginal and rural health research based on community identified issues. She is currently collaborating on the development of diabetes and cancer care interventions with First Nations and physicians in the Manitoulin district. She is also collaborating with First Nations organizations on research on the integration of clinical and traditional Aboriginal approaches to healing. Dr. Maar has recently developed an Aboriginal ehealth research agenda in partnership with the Aboriginal Telehealth Knowledge Circle.

A man with grey hair, wearing a green button-down shirt, is seated at a desk. He is looking down at a document, holding a pen in his right hand. On the desk, there is a blue stapler, a pair of glasses, and a black office phone. The background features a large window with a view of greenery outside.

ADVANCING ^{the} VISION

*Staff members Marek Krasuski
and Stephanie Paradis
collaborate at NOSM.*



STAFF: THE HIGHEST STANDARD OF SERVICE

NOSM staff members distributed throughout Northern Ontario are united in their determination to ensure that the School delivers the highest standard of service. Staff members have built a reputation for their professional and generous contribution to activities which support the School in meeting its multiple challenges.

Included among these activities are:

The Organizational Alignment Initiative (OAI)

The OAI was established to streamline NOSM's administrative structure and optimize efficiency. Three working groups addressing culture, administrative processes, and management development were formed to assist with improving the workplace. Many NOSM employees have lent their expertise to these groups.

Milestone Preparations

This year of milestone celebrations required a large pool of human resources to assist in the

planning and execution of various functions. Employees volunteered their time and effort to assist with the celebrations.

Admissions Interviews

Every year, two thousand candidates are interviewed for the 56 available positions in the M.D. program. These sessions, conducted on both campuses in Thunder Bay and Sudbury, owe much of their success to the employees, faculty, students and community members who contribute their time and resources to this annual event.

HSFO Big Bike Fundraiser

Each spring, NOSM employees participate in the Heart and Stroke Big Bike event. This fundraiser attracts staff members who collect pledges on behalf of the Heart & Stroke Foundation of Ontario (HSFO). Employees later ride through the main thoroughfares of the two event locations in Thunder Bay and Sudbury on a multi-passenger bike. The team-building event consistently

attracts employees who are prepared to generate funds for medical research, as well as share good cheer with colleagues.

United Way Contributions

In September 2008, the NOSM United Way Campaign began. Again, employees and faculty demonstrated goodwill by investing in one or more revenue-generating initiatives. Donations mounted from raffles, bingo, and food purchases. Employees also opted for payroll deductions to be pledged to the fundraising campaign.

NOSM's Bursary Fund

A growing number of NOSM staff and faculty have opted for payroll deductions to support NOSM's Bursary Fund. As these funds accumulate, new bursaries will be established. Employees have also demonstrated their generosity through contributions to staff and faculty bursaries, memorial donations, and other donation streams, all of which directly benefit NOSM learners.

NEXT GENERATION NETWORK 2 (NGN2) AT NOSM



The introduction of the Next Generation Network 2 (NGN2) reflects NOSM's commitment to advancing learning initiatives that assist in the delivery of the School's distinctive curriculum.

NGN2 is a newly-introduced common network that links together the School's East Campus in Sudbury and West Campus in Thunder Bay. A direct communications channel, independent of shared network use, it increases accountability while enhancing additional opportunities.

The exclusive use of a common network will allow for the introduction of newer technologies into NOSM's communications infrastructure.



NOSM Information Technologist, Steve Kelly, sets up a learning environment.

HARNESSING TECHNOLOGY TO MEET LEARNING NEEDS

Informatics at the Northern Ontario School of Medicine is responsible for all aspects of communications technology and aims to maximize access to learning at distributed sites across Northern Ontario. A history of innovation continues in all of the Unit's initiatives.

AIMS

The Academic Information Management Solutions (AIMS) supports curriculum development with the assistance of instructional designers, and maintains and upgrades systems used by faculty, learners, staff, and the entire NOSM community.

Development efforts of AIMS enhance all academic and operational systems. Some are specifically designed for the unique curriculum delivered by faculty and made available to learners; others relate to additional functions within the School.

Research and Development

With the support of multiple partners and a \$2.4 million funding package, the establishment of a new Informatics laboratory is underway. Notable activities include the development of a NOSM Island (NOSSUM), and a video window that supports enhanced learning opportunities through the creation of virtual patients for all NOSM learners.

QUALITY LIBRARY RESOURCES AND SERVICES

Health Sciences Library

The Northern Ontario Health Information Network (NOHIN) has been renamed the Health Sciences Library. The Health Sciences Library serves users across Northern Ontario and strives to provide seamless access to library resources and services among distributed settings. The Health Sciences Library will continue to advance the cause of education by building partnerships with affiliated members and by providing quality resources and services that support the learning needs of health-care professionals across the North.



NOSM Board of Directors in Sudbury, December 2008.

Dr. Frederick Gilbert
Chair, Thunder Bay
President, Lakehead University

Dominic Giroux
Vice-Chair, Sudbury
President, Laurentian University

Dr. Roger Strasser
Secretary, Thunder Bay and Sudbury
CEO and Dean, NOSM

Dr. Gratien Allaire
Sudbury

Dr. Jean Anawati
Sturgeon Falls

Dr. John Augustine
Thunder Bay

Liliane Beauchamp
Ottawa

Tracy Buckler
Thunder Bay

Dr. Tyler Christie
Sudbury

Ron Chrysler
Sudbury

Sheila Cote-Meek
Sudbury

Helen Cromarty
Sioux Lookout

Derek Debassige
M'Chigeeng

Jacqueline Dojack
Thunder Bay

Jim Gordon
Sudbury

David Harris
Thunder Bay

Fabien Hébert
Hearst

Arie Hoogenboom
Dryden

Austin Hunt
Kagawong

Dr. Peter Hutten-Czapski
Haileybury

Goyce Kakegamic
Thunder Bay

Maureen Lacroix
Sudbury

Neil MacOdum
Greenstone

Dr. Neil McLeod
Thunder Bay

Dr. Dermot McLoughlin
Sioux Lookout

Dr. Bill McMullen
Sudbury

Elizabeth Moore
Calstock

Michael S. O'Neill
Sault Ste. Marie

Dr. Claire Perreault
Sudbury

Dr. James Taylor
Thunder Bay

Lou Turco
Sault Ste. Marie

Brian Walmark
Thunder Bay

Dr. John Whitfield
Thunder Bay

NOSM'S BOARD OF DIRECTORS

The Board of Directors of the Northern Ontario School of Medicine consists of 35 diverse men and women, each chosen by key stakeholder groups in Northern Ontario. The Board presides over corporate governance and fiscal management, and appoints the Dean and Chief Executive Officer.

NOSM is uniquely registered as a not-for-profit corporation while operating as the faculties of medicine for its host universities: Lakehead University in Thunder Bay, Ontario, and Laurentian University in Sudbury, Ontario.

Dryden Hosts Board Retreat

The 2009 Board Retreat was held in Dryden, Ontario in May, and began by welcoming Dominic Giroux, who officially assumed his post as President of Laurentian University and Vice-Chair of the Northern Ontario School of Medicine Board of Directors in April.

The retreat's agenda included several presentations and interactive sessions on the topics of NOSM's Learner Affairs, Informatics, Equity and Quality functions, Advancement and philanthropy, and strategic planning.

Several physicians also shared their experiences of training in NOSM's Family Medicine Residents of the Canadian Shield (FM RoCS) program, and in the diverse communities of Northern Ontario.

TARGETING AREAS OF NEED



The Aboriginal Learner Mentorship initiative is an example of the direct benefits rising from donor contributions. This generous gift supports mentorship initiatives and financial assistance for Aboriginal learners. Mentoring encourages the mutual support of Aboriginal learners and provides them with opportunities to serve as role models within their own communities, demonstrating, by power of personal example, the opportunities for Aboriginal youth in health care and other professions. Research collected from this four-year pilot project will measure outcomes, the results of which will be distributed among the donor, and the wider community.

“The Aboriginal Learner Mentorship initiative will help to attract and retain more Aboriginal students who will see a lot of peer support at the School as the result of activities generated by this gift.”

Ian Peltier
Project Manager
NOSM Aboriginal Affairs Unit

INVESTING IN THE PHYSICIANS OF TOMORROW

The NOSM Bursary Fund provides much needed financial support to medical students. Ongoing financial assistance continues to be invaluable in addressing both student need and physician shortage.

The unprecedented decline in market conditions has affected many institutions across North America whose endowments performed well below anticipated growth levels. Endowed awards, scholarships and bursaries at NOSM have been similarly affected. Financial assistance, therefore, becomes even more imperative for learners during these challenging periods.

The recent acquisition of NOSM’s own charitable registration number makes giving to NOSM even easier. Endowments can now be tailored to meet the specific requests of each donor.

Ongoing donor contributions that support today’s medical students will yield the Northern-trained physicians of tomorrow.

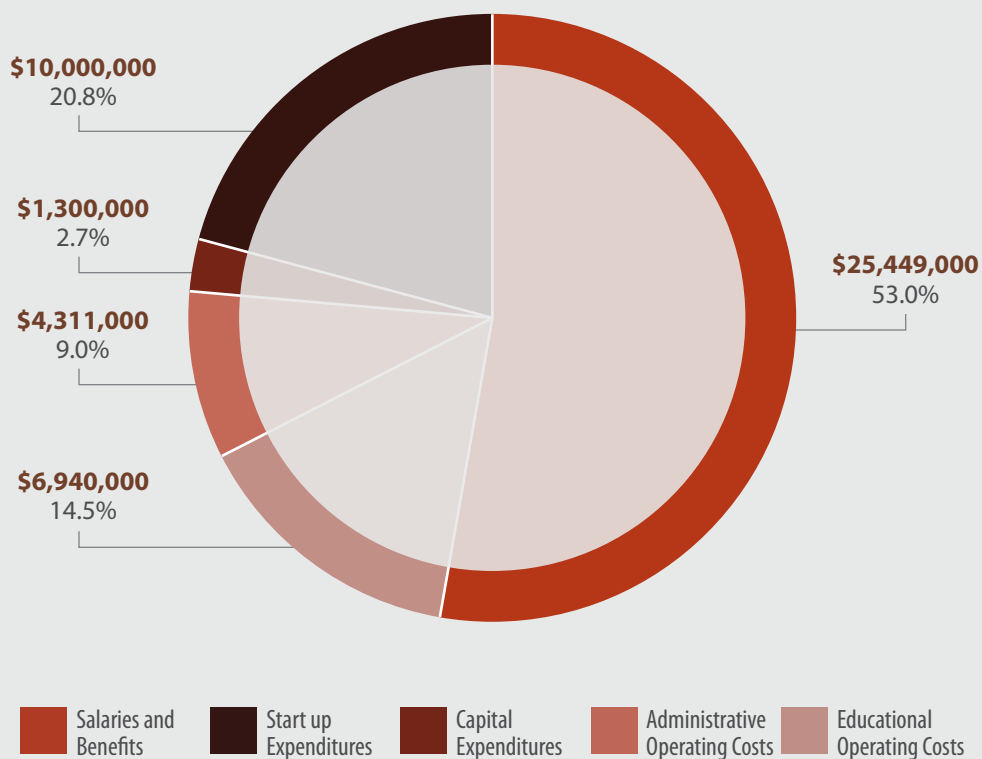


BENEFITS OF FINANCIAL AID

	2005	2006	2007	2008
Funds generated from NOSM investment income	\$333,480	\$494,594	\$730,530	\$900,461
Funds from both endowments and annual awards	\$47,790	\$74,744	\$407,507	\$505,941
Number of bursaries awarded	71	132	143	221

FINANCIAL PORTRAIT

Approved Budget Expenditures



FISCAL RESPONSIBILITY

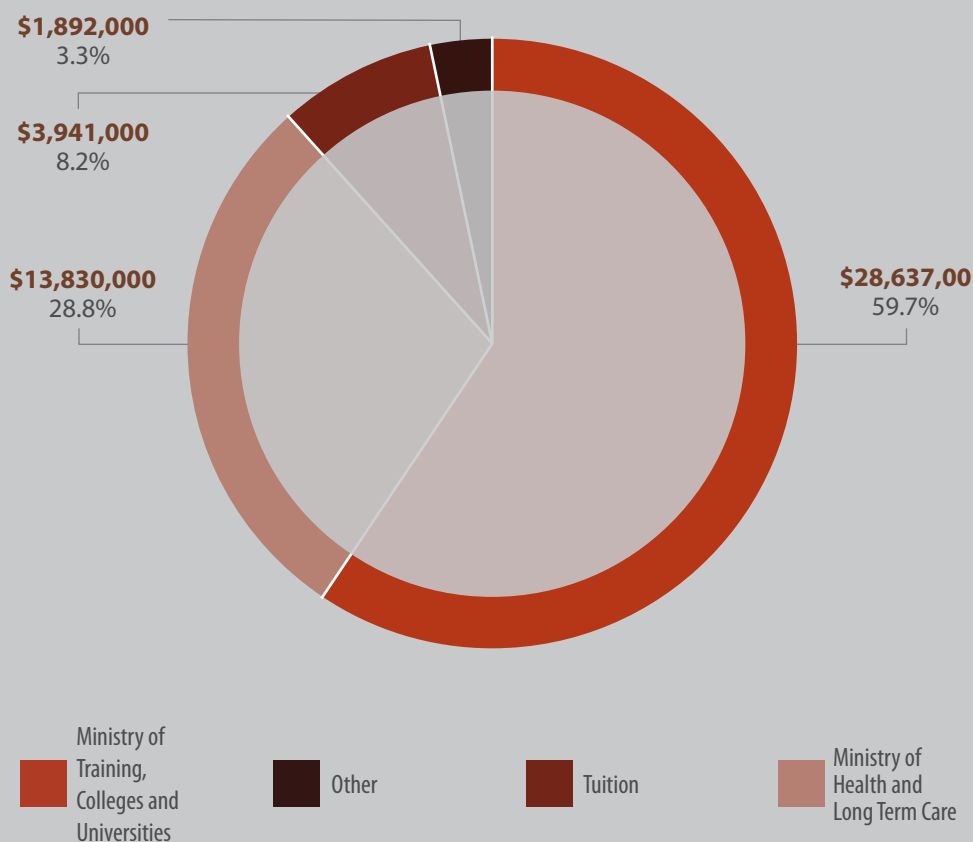
The Northern Ontario School of Medicine maintains a commitment to fiscal responsibility. The annual financial plan is designed to position the School to achieve its mission and goals as stated in the Strategic Plan and reflects the resources required to achieve the key initiatives. NOSM's policy is to ensure that the budgets are balanced where total revenues will equal total expenditures.

The 2008-2009 approved budget expenditures were \$48,000,000; 53% of which is allocated to salaries and benefits, 14.5% to educational activities, 9% to administrative operating costs, 2.7% to capital expenditures, and 20.8% to completion of start up projects.

Funding received by the Northern Ontario School of Medicine in 2008-2009 was received from the following sources: Ministry of Training, Colleges and Universities \$28,637,000(59.7%); Ministry of Health and Long Term Care \$13,830,000(28.8%); Tuition \$3,941,000(8.2%); and Other \$1,892,000(3.3%).

The 2009-2010 fiscal year will be one of increased challenges as NOSM works within an operating budget primarily funded through an enrolment based formula. A commitment to cost containment, being diligent in managing discretionary expenditures, and securing contributions from external grants will assist the School in dealing with future operating expenditures.

Budgeted Sources of Funding

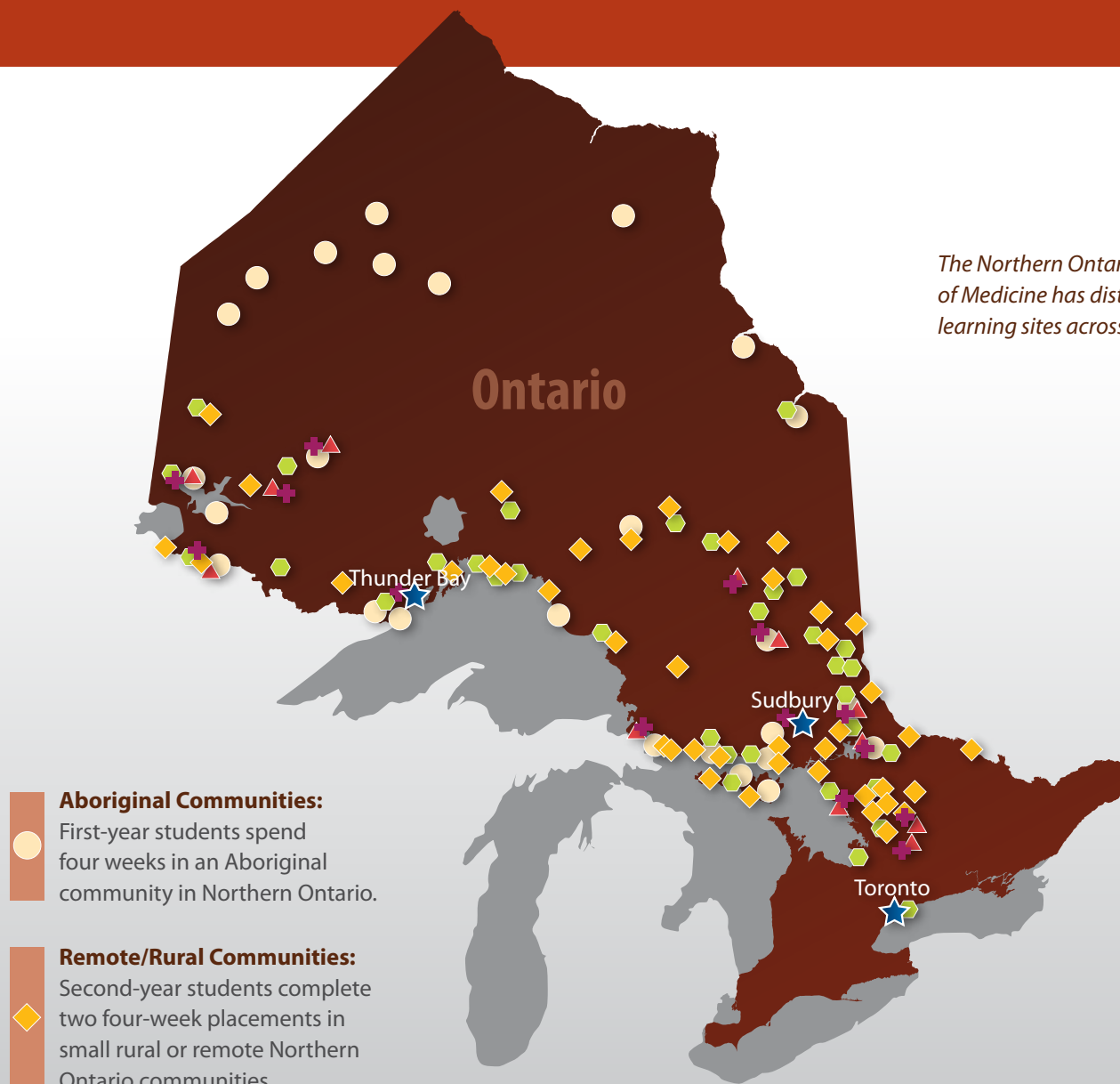


DISTRIBUTED COMMUNITY-ENGAGED LEARNING

Northern Ontario, a sub-region of the province, is geographically vast at over 800,000 square kilometres, about the size of Germany and France combined; nevertheless, it has a relatively small population of only 840,000.

Sixty percent of the population lives in rural and remote communities within diverse communities and cultures including Aboriginal, Francophone (French-speaking), and English-speaking peoples.

The Northern Ontario School of Medicine has distributed learning sites across the region.



Aboriginal Communities:

First-year students spend four weeks in an Aboriginal community in Northern Ontario.

Remote/Rural Communities:

Second-year students complete two four-week placements in small rural or remote Northern Ontario communities.

Comprehensive Community Clerkship (CCC):

Third-year students spend the entire year completing the CCC in a host community in Northern Ontario.

Family Medicine Residency Community Rotation (FMRC):

NOSM's Postgraduate Family Medicine program accommodates over 30 residents per year in its two-year program. Clinical learning placements occur in Northern Ontario communities.

Local NOSM Groups (LNGs):

The LNGs provide a mechanism for both the community and NOSM to stay abreast of each other's developments.



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