

PRESIDENT'S INTERIM REPORT
DECEMBER 2022 – JANUARY 2023

YEAR OF INFINITE INNOVATION



NOSM
UNIVERSITY





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Beyond a land acknowledgement, we understand that reconciliation is a practice.

We gratefully acknowledge the Elders and Knowledge Keepers who share their gifts and teachings with us so that we may better understand and honour their wisdom, and that of all of the traditional keepers of this land.

NOSM University will continue to practice reconciliation by listening, learning and fostering a culture of mutual respect and trust.

Welcome to 2023, the NOSM University “Year of Infinite Innovation.” Now that we have successfully transitioned to becoming a university and have provisional status with the Council of Ontario Universities (COU), we are planning for the next 12 months to be transformative.

We will continue to evolve from being a medical school to becoming a university. Although we will not waiver from focusing on granting MD degrees—and from our primary mandate to meet the physician workforce needs for Northern Ontario—we expect to develop new plans for allied health profession programs and to explore new graduate degree programs. The development of new programs and degrees is an 18–36-month-long process for Ministry of Colleges and Universities (MCU) approvals and appropriate funding, so designing these initiatives will get underway this year.

We expect that another primary focus this year will be to reinvigorate our relationships with the cities of Thunder Bay and Greater Sudbury and with Lakehead University and Laurentian University. After the impact of the CCAA insolvency at Laurentian University and the disruptions of the past three years, it is time to get back on track with building our vision for a higher-education institution that is focused on the issues of the day: resuscitating the failing health-care system and addressing health inequities in Northern Ontario. We must also resolve our financial deficit and make inroads with our major fundraising initiative, ***The Future Will See You Now.***



Looking ahead, we will be hosting our first MD convocation as a university and installing our new Chancellor. The entire NOSM University team, spearheaded by the executive leadership group, is committed to the ongoing success of this institutional endeavor. I am deeply grateful for the entire team's efforts.

This first report of the calendar year is shorter than the winter and spring President's report as it is meant to bridge the more substantive reporting. The spring report is dedicated to the annual review of the university and the winter report is dedicated to the Strategic Plan. To view all President's reports, please visit report.nosm.ca.

President's Performance Goals May 2022–May 2023

Governance

- Complete new Board of Governors and Senate appointments with succession planning
- Navigate ongoing legal and real estate issues with Laurentian and Lakehead Universities
- Continue implementation of Year 3 of NOSM University's Strategic Plan

Academic

- Appoint inaugural Provost
- Successful site visit of Committee on Accreditation of Canadian Medical Schools (CACMS) in October 2022 and follow-up report (May 2023)
- Create the NOSM University Institutional Quality Assurance Process (IQAP) process
- Roll out the expansion medical university
- Establish plan for research administration
- Create new vision for a school model (i.e., School of Medicine; School of Health Sciences)

Administration

- Establish new budget model and ensure financial sustainability
- Complete new Collective Agreement with OPSEU Local 677, Unit 1
- Complete review of the Northern Ontario Academic Medicine Association (NOAMA)
- Oversee successful fundraising to achieve first \$50 million target

In November 2022, we welcomed our new Board of Governors who started their terms on January 1, 2023. We also **revealed our inaugural Chancellor**. The onboarding of Chancellor Dr. Cindy Blackstock is underway, as is planning for our inaugural convocation on May 26, 2023.

The elections for the Senate are underway. The mentorship program and planning for Board committee membership and chairs is complete.

The ongoing transition from the Northern Ontario School of Medicine to NOSM University continues, as does building our new relationships with Laurentian University and Lakehead University. Details will be in the in-camera report to the Board.

The new Provost has been appointed. After an extensive search—14 applicants and five interviews—the selected appointee, Dr. Céline Larivière, will start her job on February 1, 2023



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Editorial Team

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NOSM University is a key economic driver in Northern Ontario.

In 2019, NOSM University direct program and learner spending in Northern Ontario totalled \$64.6 M (million) Canadian Dollars. Approximately 76% (\$49.1 M) was spent in the two largest population centres of 122,000 and 165,000 people, with 1–5% (\$0.7 M – \$3.1 M) spent in communities of 5000–78,000 people. In 2019, total economic impact in Northern Ontario was estimated to be \$107 M, with an impact of \$38 M and \$36 M in the two largest population centres. The remaining \$34 M (32%) of the economic impact occurred in smaller communities or within the region.

Expressed alternatively as employment impact, the 404 full time equivalent (FTE) positions supported an additional 298 FTE positions in Northern Ontario. NOSM University-educated physicians practising in the region added an economic impact of \$88 M.

<https://rdcu.be/c380r>

Hogenbirk, J.C., Robinson, D.R. & Strasser, R.P. Distributed education enables distributed economic impact: the economic contribution of the Northern Ontario School of Medicine to communities in Canada. *Health Econ Rev* 11, 20 (2021). <https://doi.org/10.1186/s13561-021-00317-z>

Highlights of Strategic Plan initiatives

Please refer to the website for comprehensive reporting on all outcomes and key measures of *The NOSM University Challenge* at strategicplan.nosm.ca. The following are highlights of specific initiatives under each Strategic Direction for the period December 2022 – January 2023.



STRATEGIC DIRECTION 1:

Transform Health Human Resource Planning

Work in leading the transformation of Health Human Resources (HHR) planning has continued and productive discussions have taken place with the Ministries of Health and Colleges and Universities (MCU), the Ontario Medical Association (OMA), Ontario Health (OH) and the Ontario Hospital Association (OHA). Specifically, at the summit hosted by NOSM University held on November 29, 2022, stakeholders agreed on the following system-level initiatives:

- **Data Coordination Table:** This needs to be initiated in a way that is collaborative (i.e., OH, OMA, NOSM University). There are many sources of data, yet an incomplete picture of both current need and current gaps, as well as an inability to forecast future need. There is a need for a Data Coordination Table that can help provide necessary insights in both the short and long terms, aligning workforce projections to population projections.

- **Strategy Table:** There are multiple organizations implementing tactics for improving the physician workforce in Northern Ontario, however these tactics are neither coordinated nor clearly specified in a short or long-term strategy. There is an urgent need for a Strategy Table that can create the “glue” by which the tactics can be coordinated, implemented, and evaluated.

A review of the Northern Ontario Academic Medicine Association (NOAMA) Alternate Funding Plan (AFP) has started and will be conducted by Dr. Robert Bell, former Deputy Minister of Health, and former CEO of the University Health Network.

Participation in multiple tables on planning for expansion of medical education programs and developing new health sciences programs have also occurred.



STRATEGIC DIRECTION 2: **Advance Social Accountability**

Major advances are being made in the deployment of “pathways” in rural generalism, Francophone health and Indigenous health. NOSM University is working closely with education program leads to align education offerings with societal and community needs.

Our anti-racism strategy and Equity, Diversity and Inclusion (EDI) initiatives are reaching their second year, and as reported in the **last President’s Report**, NOSM University is leading Canada’s admissions in Indigenous and Francophone students and addressing socio-economic barriers to access to health professions.

Additionally, the Indigenous Reference Group has approved new Terms of Reference and is now a very functional advisory group along with a robust circle of Knowledge Keepers.

NOSM University has also adopted a new territory and reflection statement as follows.

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Sudbury and Thunder Bay are located on the territory of the Anishinabek Nation, specifically Atikameksheng and Wahnapiatae First Nations and Fort William First Nation. Beyond a land acknowledgement, we understand that reconciliation is a practice.

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The Center for Social Accountability (CFSA) has made major progress in its establishment and branding. Of note, **Dr. Alex Anawati** is now the Clinical Lead in Social Accountability Advocacy Leadership and Policy. The Academic Director of the CFSA, Dr. Erin Cameron, while on sabbatical last winter, has been representing NOSM University on multiple national groups such as the Canadian Medical Education Research Centre Directors Group and the Association of Faculties of Medicine of Canada (AFMC) Social Accountability Network.



STRATEGIC DIRECTION 3:

Innovate Health Professions Education

The Committee on Accreditation of Canadian Medical Schools (CACMS) team visited and assessed NOSM University from October 23-25, 2022. Their report has been received and is a very strong assessment of the NOSM University MD program. Although it will not be official until formally approved by the CACMS Committee in the spring, we are delighted by the positive feedback we received. With that proviso, the Associate Dean, Undergraduate Medical Education and his team should be congratulated for their immense work.

At the last survey in 2020, there were 23 elements requiring attention, of which at this draft there are only four elements noted as unsatisfactory and six that are requiring monitoring. The latter are because they relate to initiatives that have just begun under our new university status such as, learner support services that were previously under Laurentian

University and Lakehead University. Of note, NOSM University was commended for its seamless transition to a university and for its commitment to EDI and anti-racism.

The admissions process for the 2023 MD class is underway, as is the residency match for July 2023. Additional details will be provided in the spring and winter reports once these competitions are complete.

Creating a safe learning environment is a critical aspect of our work in 2023. Several major changes are occurring to shore-up learner supports and address learner complaints of mistreatment.

STRATEGIC DIRECTION 4:

Strengthen Research Capacity in Northern Ontario

Admissions for the Master of Medical Studies are underway. This very successful program is in its third year. This innovative degree currently has 13 enrollees in total, including two who were admitted this January, one of which is our first international student. Growing the program for international students is a priority.

The **2023 Northern Health Research Conference** will be held in Thunder Bay from Thursday, June 1, 2023 to Friday, June 2, 2023.



Research focused on a Healthier North

Research at NOSM University stems from unique questions rooted in the need to improve the health of the peoples and communities of Northern Ontario.

Read More.



STRATEGIC DIRECTION 5: Becoming a University

Since the last report in November 2022, the appointment of the new Board of Governors and Chancellor has occurred. The elections for the Senate are underway. The transition Senate has passed a revised bylaw which clarifies the procedures for the numbers and elections of Senators by division.

NOSM University received five additional seats to the MD program this year as part of the Province’s medical school expansion plan. The total intake class amounted to 74 which included five in the Military Medical Training Program. Negotiations with the MCU and MOH have been occurring for expansion funding. Discussions with both ministries on addressing the budget deficit for NOSM University have been ongoing.

The visit by Minister Dunlop on December 12, 2022, resulted in significant conversations about this funding shortfall and the lease issues with Lakehead University.

The inaugural Provost has been appointed and changes in reports for that position are occurring as of February 1, 2023.



Dr. Cindy Blackstock named NOSM University’s Chancellor and inaugural Board of Governors announced.

[Read More.](#)

NOSM University Board of Governors

nosm.ca/about/governance/board/membership

- **Craig Abotossaway, Member**
Executive Director, Mnaamodzawin Health Services. Former Chief, Aundeck Omni Kaning. (Mnidoon Mnisising/Manitoulin Island).
- **Imran Bagha, Member**
NOSM University Class of 2023, Elected Learner. (Thunder Bay)
- **John Beaucage, Member**
Citizen, Wasauksing First Nation. Grand Council Chief, First Nations of the Anishinabek Nation. (Wasauksing First Nation/Toronto)
- **Dr. Cindy Blackstock, Ex- Officio and NOSM University Chancellor**
Gitxsan First Nation. Executive Director, First Nations Child and Family Caring Society. (Ottawa)
- **Angela Carter, Member**
Member, Michipicoten First Nation. CEO, Ka-Na-CHI-Hih Treatment Center. (Thunder Bay)
- **Kristy Côté, Member**
Postgraduate Medical Education Manager, NOSM University. Elected Staff. (Sudbury)
- **Mark Hartman, Member**
Senior Vice President, Patient Experience and Digital Transformation, Health Sciences North. (Sudbury)
- **Mark Hurst, Member and Vice-Chair**
Former President and CEO, North Bay Regional Health Centre. (Callander)
- **Virginia May Katt, Member**
Member, Temagami First Nation. Primary Health Care Nurse Practitioner. Honorary LLD. (Thunder Bay)
- **Ashley Larose, Member**
CEO, Science North. (Sudbury)
- **Sue LeBeau, Member**
CEO, West Nipissing General Hospital. (Sturgeon Falls)
- **Dawn Morissette, Member**
CEO, Services de santé de Chapleau Health Services. (Chapleau)
- **Dr. Shemer Ratner, Member**
Nephrologist-Internist, Health Sciences North, Elected Faculty. (Sudbury)
- **Susan Soldan, Member**
Retired Public Servant. Certified Internal Auditor (CIA) and Chartered Professional Accountant (FCPA, FCA). (Thunder Bay)
- **John P. Stenger, Member and Treasurer**
Treasurer, Huron Shores; CA, CPA. Former hospital CEO, CFO. (Elliot Lake)
- **Dr. Sarita Verma, Ex-Officio and NOSM University President**
President, Vice-Chancellor, Dean & CEO, NOSM University. (Sudbury and Thunder Bay)
- **Joy Warkentin, Member and Chair**
Retired Nurse, Educator. (Thunder Bay)



STRATEGIC ENABLER: Investing in our Infrastructure

NOSM University's Information Technology (IT) team has launched various initiatives that support our cybersecurity posture and have contributed to the successful procurement of cyber risk insurance. All staff members have completed our mandatory cyber risk awareness training course, and in 2023, we will offer case-based, tabletop training sessions and phishing simulations that will measure the effectiveness of the training.

To protect our data and optimize our incident recovery abilities, we have invested in a robust backup process that includes nightly onsite server backups at each campus, plus a nightly ransomware-proof immutable backup of our entire server infrastructure that is stored offline. To support these internal efforts, we sought membership in the CanSSOC Cybersecurity Initiatives Program (**CIP**) to receive real-time threat intel and cloud DNS firewall services that protect our users from phishing attacks and malicious network activity.

The ORION Cybersecurity Higher Education Consortium (**ON-CHEC**) is another valuable membership that provides benchmarking services, shared higher education IT best practices, and weekly briefings on the latest security risks.

Effective January 1, 2023, our cyber incident insurance is provided by the Canadian Universities Reciprocal Insurance Exchange (CURIE) in consultation with its 79 university members and industry experts. Our new package provides coverage of \$1 million for breach response costs, business interruption, data recovery, cyber extortion and other liabilities. Following a cyber incident, we have 24-hour access to cyber response specialists that will assess the situation, provide forensic support, and assist with our recovery. The insurance policy will also cover third-party liability up to \$5 million.



Awards

(November 16, 2022 - present)

There are many outstanding faculty, learners and staff at NOSM University who make a difference in their community. Miigwetch, merci and thank you for your ongoing work and commitment.

- **Dr. Christopher Mushquash**, Professor, was part of the team awarded the 2022 Canadian Psychological Association (CPA) Clinical Section Award for Clinical Excellence for their work developing the Best Practices in Psychology Portal. The Best Practices in Psychology Portal is an online hub for psychologists and trainees in psychology across Canada. The portal connects researchers and trainees in psychology across Canada. The portal connects research and practice by providing the latest evidence-based resources, information, and tools.
- **Dr. Cindy Blackstock**, NOSM University's Chancellor and advocate for Indigenous children's rights and welfare, has received the Social Sciences and Humanities Research Council (SSHRC) Gold Medal, the federal agency's highest honour. The Gold Medal is awarded to an individual whose sustained leadership, dedication, and originality of thought have inspired students and colleagues alike.

If you would like to include an award recipient in our next report, please email communications@nosm.ca.

