



**THE
NOSM UNIVERSITY
CHALLENGE**

Strategic Plan 2021-2025



NOSM
UNIVERSITY



“This plan strengthens our capacity to meet today’s challenges and establishes a platform for excellence and innovation for the future.”

Dr. Sarita Verma
*President, Vice Chancellor,
Dean and CEO*



Looking Forward...

The NOSM University Challenge 2025 is the third strategic plan in the University’s fifteen-year history. Our plan is grounded in input from nearly 2,000 stakeholders including learners, staff, faculty, partner organizations, and community members from across Northern Ontario. Input was gathered through a mix of interviews, community visits, town halls, focus groups with learners, staff, faculty, Indigenous and Francophone leaders, in-person advice from two Social Accountability Advisory Groups, an external environmental scan of best practices and an online survey. This input provided essential insights and commentary that informed a draft of the plan that was presented to the Strategic Plan Steering Committee, and ultimately, the NOSM University Board of Governors. We hope that this level of engagement at NOSM University represents the reality that everyone’s voice is valued and you have a role and a stake in NOSM University’s success.

Strategic questions were asked and explored at the engagement sessions held across Northern Ontario, including:

- How do we fully enable NOSM University to have a meaningful, positive impact on rural communities, Francophone and Indigenous health in Northern Ontario?
- How should NOSM University evolve and continue to lead over the next decade, adapting to the ever-more complex world and equip our graduates to effect, lead and transform health care in the North?
- How should resources be focused and priorities set to recruit and retain a flourishing physician workforce in Northern Ontario?

NOSM University’s strengths were confirmed throughout these consultations.



Northern Ontario

NOSM University is known for educating physicians and health-care professionals to work in underserved communities; cultivating interdisciplinary research and learning; assembling an unprecedented network of cohesive academic and clinical sites in more than 90 communities and across 800,000 km²; and, for its social accountability mandate to address the priority health concerns of the peoples and communities of Northern Ontario.

Consultations also revealed an increased desire for connectivity, transparency and better collaboration. Recommendations for collaboration ranged from interdisciplinary research and interprofessional learning, to NOSM University's ability to connect diverse clinical sites through a network of communities. Integrating equity, inclusion and diversity in all aspects of our work was another theme raised during consultations.

This means bringing people together across different disciplines and professions, and also ensuring stakeholders within NOSM University across Northern Ontario reflect diversity. Finally, we heard the need for NOSM University to innovate models of education in Northern, Indigenous, Francophone, rural and remote medicine that lead to skilled health-care professionals who stay in the communities of the North.

A key element of this plan is renewing our commitment to the University's social accountability mandate and its relevance to NOSM University's partnerships with the community. We explicitly recognize that NOSM University is accountable to the peoples of Northern Ontario. Geography, culture and socio-economic realities create a complex tapestry of health service inequities in Northern Ontario. NOSM University commits to working with our partners

to influence practices and advocate for equity, access and understanding at the interface of research, education and care.

Recognizing the health needs of Northern Ontarians, NOSM University must support the creation of a health workforce that will meet those necessities. We must develop leaders with the skills to make bold changes to systems that are unsustainable and work as full partners with local, national and global stakeholders to build a sustainable future of quality health care especially in addressing the underserved population of rural, Francophone and Indigenous communities. NOSM University must provide solutions to health inequities across Northern Ontario. This must be reflected across the whole university from the point of admission to graduation, in education innovation and in our research. This is especially relevant in the post-pandemic world.

Leadership

As with all strategic plans, *The NOSM University Challenge 2025* is accompanied by a framework for implementation with methods for measuring the indicators for our success. The purpose of our plan is to magnify the impact NOSM University has had in its first fifteen years to sustain its vision well into the future. This magnification will include a blend of NOSM University's current strengths, and our ability to reach beyond them to become a catalyst for progress in health education, research and health services for the marginalized and most vulnerable communities.

In all its endeavors, NOSM University actively incentivizes and influences integration and innovation to amplify the impact in Northern Ontario.

Finally, a major integrating theme is bringing diversity and wellbeing to a new dimension, recognizing that we achieve brilliance only through equity, diversity and a healthy learning and working environment. NOSM University intends to become a destination university by leading and equipping the next generation of health professionals with the ability to find and implement solutions to the most complex scientific and health questions and thus improve health outcomes for Northern Ontarians.



Whitefish Falls

Executive Group Sponsors are identified and teams have been established to develop the implementation plans (including activities and performance goals and metrics). The Executive Group (EG) reviews progress monthly to ensure the plan is being implemented with appropriate institutional resources allocated to accomplish mission-critical priorities.

Program-level expectations are linked to individual and unit performance metrics. Supported by a new Institutional Intelligence Unit, the Executive Group reviews data and metrics related to the plan to ensure outcomes are achieved.

Thank you to all who contributed to the development of this plan. We are working closely with all stakeholders, including the provincial government, our communities, clinical and academic partners, and our faculty, staff and learners whose dedication, knowledge, and contributions account for our collective excellence and success.

Dr. Sarita Verma

*President, Vice Chancellor, Dean and CEO
NOSM University*



Ouimet Canyon

VISION, MISSION AND VALUES

Vision: Innovative Education and Research for a Healthier North.

Mission: To improve the health of Northern Ontarians by being socially accountable in our education and research programs and advocating for health equity.

We will realize this by:

- Embedding social accountability as a core value in graduates. NOSM University will be a recognized leader in rural and Northern health knowledge and will influence and advocate for policy advances in health at all levels of government.
- Increasing research capacity and expertise in population-based health to improve advocacy and evidence-based policy in Northern Ontario. NOSM University will have a positive research impact on Northern health, be known as the leader in Northern health research and increase grant and other research funding.
- Incorporating advanced technology into curriculum and day-to-day activities of the University. NOSM University will be a leader in educational excellence through its curriculum renewal, competency-based training, adaptive technology, and will meet or exceed all accreditation standards.
- Being a strong active partner with communities in need to create a flourishing health workforce to serve the North.
- Securing sustainable financial and human resources to deliver on our vision of innovative education and research. We will be financially sustainable by ensuring access to resources and infrastructure to sustain and grow NOSM University through efficiencies and a culture of advancement.
- Creating a sustainable working and learning environment. NOSM University will commit to diversity, wellness and respect for faculty, staff and learners.

OUR VALUES

Innovation.

NOSM University encourages ingenuity, creativity, a culture of inquiry and discovery, and the importance of learning from others in every aspect of the University's education, research, social accountability, and corporate mandates. NOSM University uses innovative approaches to ensure continuous improvement of our distributed model of education and research.

Social Accountability.

NOSM University adheres to the World Health Organization's (WHO) definition of the social accountability of medical schools as "the obligation to direct their education, research and service activities towards addressing the priority health concerns of the community, region and the nation that they have a mandate to serve. The priority health concerns are to be identified jointly by governments, health-care organizations, health professionals and the public." As part of its social accountability mandate, NOSM University has the responsibility to engage stakeholders at all levels of its broad community.

Collaboration.

NOSM University pursues education and research goals in close partnership and collaboration with universities, its teaching hospitals, community physicians, health professional clinical teachers, health system stakeholders, and communities it serves. NOSM University values the insights, contributions, and support of its many partners that work to improve the health of the people and communities of Northern Ontario. NOSM University recognizes that collaboration is both a process and outcome that engages different perspectives to better understand complex problems and leads to the development of integrative solutions that could not be accomplished by any single person or organization.

Inclusiveness.

NOSM University fosters inclusiveness by supporting an environment that embraces differences in staff, faculty and learners and respectfully creates value from the differences of all members of the NOSM University community, in order to leverage talent and foster both individual and organizational excellence.

Respect.

NOSM University's faculty, staff, and learners will learn and listen to one another respectfully and communicate openly. NOSM University's staff, faculty, and learners treat others and their ideas in a manner that conveys respect as differences are discussed, fosters an open academic debate, and which respects academic freedom.

THE CHALLENGE

The Challenge theme emerged throughout the engagement process and reflects the need to challenge ourselves, our communities, our ideas, and our commitment to social accountability to drive necessary change and improve access to quality health care in Northern Ontario.

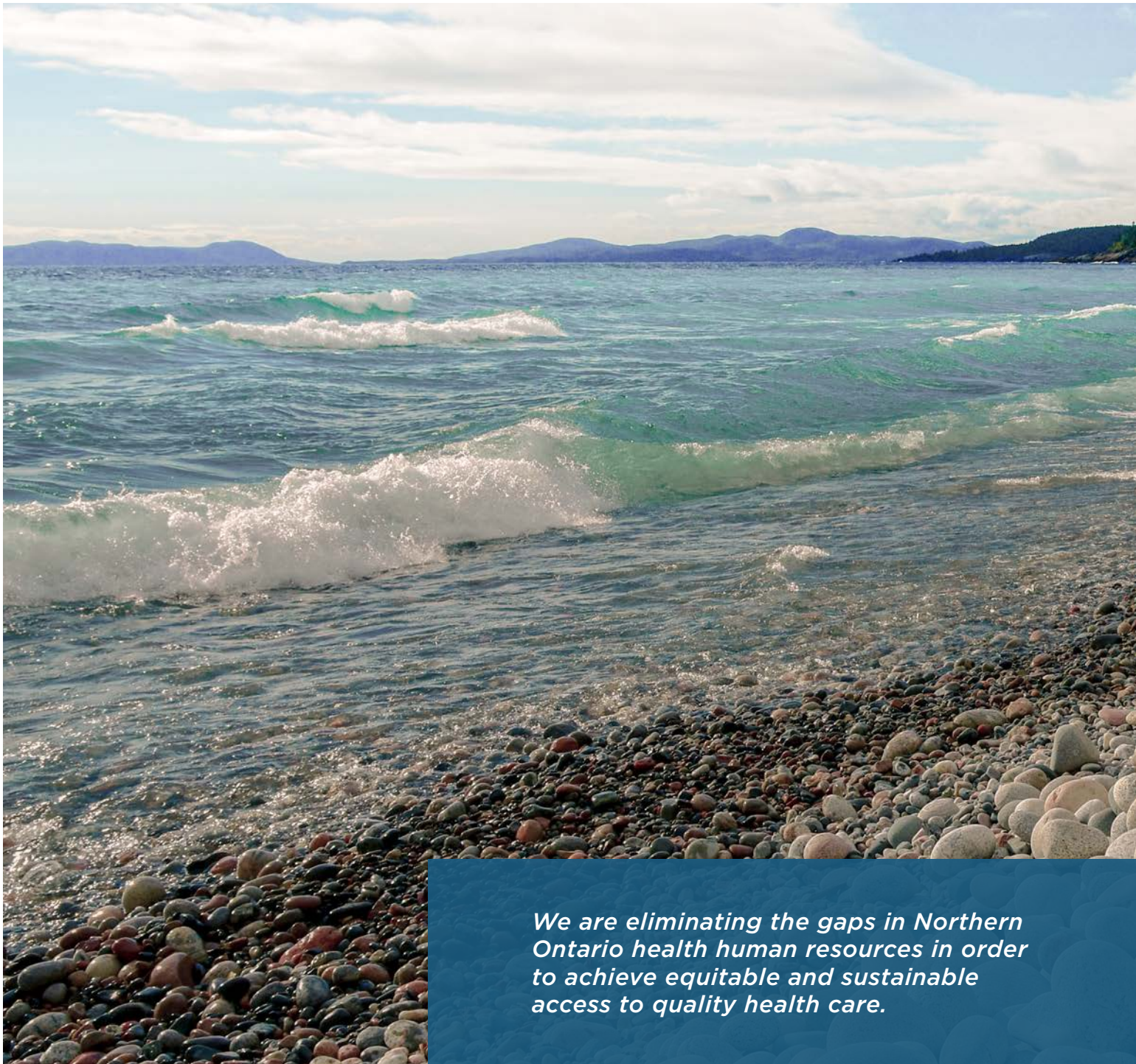
NOSM University promotes innovation, discovery, and academic and clinical excellence while building a culture of diversity, inclusion, integrity, and empowerment. NOSM is No Ordinary School of Medicine and is renewing its commitment to social accountability by having an ongoing, sustainable impact in Northern Ontario. This is *The NOSM University Challenge*.

In this strategic plan, NOSM University has identified five strategic directions:

- 1. Transform Health Human Resource Planning**
- 2. Advance Social Accountability**
- 3. Innovate Health Professions Education**
- 4. Strengthen Research Capacity in Northern Ontario**
- 5. Becoming a University**

As well, NOSM University will be supported by four strategic enablers:

- 1. Valuing Our People**
- 2. Managing Our Resources**
- 3. Investing in Our Infrastructure**
- 4. Sustaining Our Resilience**



We are eliminating the gaps in Northern Ontario health human resources in order to achieve equitable and sustainable access to quality health care.



STRATEGIC DIRECTION # 1

Transform Health Human Resource Planning

Marathon



STRATEGIC DIRECTION # 1

Transform Health Human Resource Planning

GOAL

To link health human resources (HHR) to Northern Ontario's needs (Francophone, Indigenous, rural, and urban) with a focus on specialist and subspecialist physician training.

ASPIRATION

NOSM University's transformative approach to the planning and delivery of workforce supply eliminates the gaps in Northern Ontario health human resources.



OUTCOMES

An integrated, customised and evidence-based approach to health human resources (HHR) for Northern Ontario

- ✓ Build a collaborative approach for physician recruitment across Northern Ontario.
- ✓ Ensure consistent data and communications and government relations strategy for Northern Ontario workforce planning.

Integration of rural, remote and community needs into our education programs

- ✓ Northern Ontario is a preferred destination for learners seeking electives and clinical placement opportunities.

Enhanced connectivity and communications for all NOSM University communities

- ✓ Support faculty and health-care providers through engagement and active involvement in all aspects of the University.

A system to support clinical faculty in their academic work

- ✓ Increase Academic Funding Plan (AFP) support to NOSM University faculty.
- ✓ Support and value the Local Education Groups (LEGs).
- ✓ Support the development of academic careers for clinical faculty.



As a medical university founded with a social accountability mandate, we challenge ourselves to make a difference and lead the transformation of our health-system in Northern Ontario.



STRATEGIC DIRECTION # 2

Advance Social Accountability

Bear Island, Temagami First Nation



STRATEGIC DIRECTION # 2

Advance Social Accountability

GOAL

To embed social accountability throughout NOSM University with a focus on measurable, transformative, and sustainable change in health-care systems for Northern Ontario.

ASPIRATION

Social accountability defines NOSM University. Through the value of social accountability, NOSM University graduates, faculty, learners and staff lead health-system transformation in Northern Ontario.



Lake of the Woods

OUTCOMES

Integrated, customised, evidence-based, holistic health-care service models for Northern Ontario


- ✓ Adopt evidence-based strategies in education, research, health care service delivery and advocacy for patients and communities.
- ✓ Advance relevant, high quality, cost-effective and equitable health-care system transformation at the federal, provincial and territorial levels.
- ✓ Be the crucible for solution focussed conversations that transform the Northern Ontario health-care systems.
- ✓ Lead the development of Northern Ontario centered policies that improve population-based health indicators.

Social accountability in everything we do

- ✓ Align education programs with societal and community needs.
- ✓ Produce graduates who are leaders that transform health-care systems and improve population health outcomes.
- ✓ Address the Calls to Action of the Truth and Reconciliation Commission and the Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls.

Recognition as a change agent for social accountability

- ✓ Lead advocacy and community engagement that is grounded in the community under a true co-creation model.
- ✓ Enhance and renew relationships, communications and community outreach.
- ✓ Renew the curriculum to embed socially accountable content, research into disease determinants, and advances in models of health-care delivery in Francophone, Indigenous, rural and remote areas.
- ✓ Develop a global health strategy founded in the principles of social accountability.

A scenic view of a river winding through a lush, green forest valley, framed by large evergreen trees in the foreground. The river flows through a dense forest of various green trees, with some yellowing foliage visible. The background shows rolling hills and a cloudy sky. The foreground is dominated by the dark trunks and branches of large evergreen trees, creating a sense of depth and framing the landscape.

*Innovation drives NOSM University's
next generation of physicians,
registered dietitians, physician
assistants, medical physicists, other
health professionals and scientists.*

A scenic view of a forested valley with a road and a lake, partially obscured by a brown banner. The foreground is dominated by dense green and yellow foliage. In the background, a winding road leads down a hillside towards a lake, with a forested ridge in the distance under a cloudy sky.

STRATEGIC DIRECTION # 3

Innovate Health Professions Education

Sault Ste. Marie



STRATEGIC DIRECTION # 3

Innovate Health Professions Education

GOAL

To be recognized across Northern Ontario for developing innovative models of education in Northern, Indigenous, Francophone, rural and remote medicine that lead to well-trained health-care practitioners who stay in the communities of the North.

ASPIRATION

Innovation drives the education of NOSM University's next generation of physicians, registered dietitians, physician assistants, medical physicists, other health professionals and scientists.



OUTCOMES

Excellence in health professions education

- ✓ Maintain the highest standards of accreditations across all our programs.
- ✓ Prepare our students for certifying and national examinations.

Leading-edge curricula

In UME, PGME, HS and CEPD programs:

- ✓ Address emerging technology, incorporating virtual care (particularly for remote communities), innovative online curriculum, artificial intelligence, digital health, virtual reality.
- ✓ Develop life-long learning to enhance CEPD, faculty and preceptor development, and outreach patient-education opportunities.

Program expansion

- ✓ Expand enrolment in the UME and PGME programs.
- ✓ Create Community Networks and regional hubs

New Pathways to health education

- ✓ Establish new pathways to education.
- ✓ Establish defined outreach to Northern Ontario communities and schools at primary, secondary and postsecondary levels.

Admissions program that meets the needs of Northern Ontario communities

- ✓ Ensure that admissions are reflective of Northern Ontario's diversity.
- ✓ Show evidence of admission data that meets the workforce needs of Northern Ontario.

A healthy and safe learning and working environment

- ✓ Explore how curricular structures and wellness/resiliency programming can enable and support the health and wellbeing of learners, faculty and staff.



Strategic partnerships are key to changing population health outcomes in Northern Ontario. NOSM University collaborates with research entities, institutes, hospitals and Northern Ontario Health Teams to improve health in our region.



STRATEGIC DIRECTION # 4

Strengthen Research Capacity in Northern Ontario

Temiskaming Shores



STRATEGIC DIRECTION # 4

Strengthen Research Capacity in Northern Ontario

GOAL

To strengthen research capacity in Northern Ontario by aligning with health-research partners to improve performance and measurable outcomes in health services, quality health care, health and biomedical research and knowledge translation.

ASPIRATION

NOSM University is the connective tissue between research entities, Northern Ontario Health Teams (OHTs), research institutes and hospitals.



Lake Superior

OUTCOMES

Establish research partnerships, networks and clusters including those with a cultural focus

- ✓ Leverage and strengthen existing or emerging research networks.
- ✓ Improved collaboration with partner institution researchers.
- ✓ Strategically align new and existing domestic and international partnerships around rural and remote health issues and social accountability.
- ✓ Explore a Northern Ontario and pan-Canadian research networks grounded in Indigenous health.
- ✓ Explore a Northern Ontario and pan-Canadian research networks grounded in Francophone health.

Strong capacity in research and analytical processes


- ✓ Create a data warehouse and analytics unit for research and NOSM University Continuous Quality Assurance.
- ✓ Develop expertise in managing big data sets across Northern Ontario.
- ✓ Invest in infrastructure to support research productivity.

Develop interdisciplinary centres

- ✓ Establish an interdisciplinary Centre for Social Accountability.
- ✓ Support research on population health.

New research opportunities for learners and faculty

- ✓ Identify research priorities and support the recruitment of leading researchers in those priority areas.
- ✓ Explore new degrees such as combined degrees (BA MS, BSC MD, Engineering MD, JD MD).



NOSM University—fully accredited and standing shoulder-to-shoulder with our peer institutions—shapes what it means to be an independent medical university in Canada. We know that our cost effective, innovative, community-based learning model, our trusted partnerships, and our purpose-built mission to bring health equity to Northern Ontarians is working. We are advancing the national conversation about what health justice in the rural and remote North really looks like—and who can deliver it.



STRATEGIC DIRECTION # 5

Becoming a University

Lake Huron



STRATEGIC DIRECTION # 5

Becoming a University

GOAL

To ensure a seamless transition by optimizing our resources to engage and build our capacity and infrastructure as we transition from the Northern Ontario School of Medicine to NOSM University, Canada's first independent medical University.

ASPIRATION

The proclamation on April 1, 2022, was another historic moment for health education in Northern Ontario and will have impacts nationwide. A recognized trailblazer, NOSM University will shape what it means to be an independent medical university in Canada.



OUTCOMES

Establish effective governance

- ✓ Implement appropriate leadership
- ✓ Allow for the effective control and direction of the University

Set the stage for future growth by strengthening the foundation

- ✓ NOSM University has appropriate operational structures in place
- ✓ The required space and infrastructure are in place to support the transition

Maintain academic excellence throughout the transition to NOSM University

- ✓ Foster an environment of continuous quality improvement
- ✓ Learners have access to the supports required to achieve academic excellence

Build an appropriate research structure befitting a standalone University

- ✓ Establish the infrastructure and certifications necessary for research administration, including tri-agency funding eligibility
- ✓ Ensure continued seamless access to resources and services of the Health Sciences Library





Strategic Enablers

People. Resources. Infrastructure. Resilience.

NOSM University is making strategic investments in our people, resources and infrastructure by living the principles of equity, diversity and inclusion; encouraging creativity; supporting the well-being of the NOSM University community; rewarding innovation; and, eliminating bureaucracy. NOSM University realizes ongoing growth and sustainability through its investment in its people, resources and infrastructure while investing in cutting edge technology and wellness for all our constituents.

Kakabeka Falls

NOSM University is supporting the well-being of its employees by living the principles of equity, diversity and inclusion, encouraging creativity, rewarding innovation and eliminating bureaucracy.



Strategic Enablers #1

Valuing Our People

Advance faculty and staff renewal

- ✓ Advance people and support strengths-based performance improvement by ensuring the right mix and number of people to deliver NOSM University's mandate.
- ✓ Build capacity for tenured, tenure-track, Indigenous and Francophone faculty.

Become an employer of choice

- ✓ Be one of Canada's best employers through the advancement of talent management, recruitment and retention, faculty and staff development.
- ✓ Establish ways in which the University can contribute to individual faculty members' professional development by enhancing our Faculty Development Unit.




NOSM University has an incredible network of Alumni who are making a tremendous impact in our communities. We enrich our learner experiences with these valuable connections and create a culture of philanthropy and advancement to further improve the health of Northern Ontarians.

Strategic Enablers #2

Managing Our Resources

Diversify our sources of revenue

- ✓ Foster a culture of philanthropy and advancement.
- ✓ Maintain continued fiscal diligence with best business practices.
- ✓ Address our structural deficit.
- ✓ Harness the unique strengths of being a not-for-profit corporation to seize new roles and contracts with government, and industry.



NOSM University invests in new cutting-edge technology that will lead to innovation in our work and our approach to improving the health outcomes of Northern Ontarians.

Strategic Enablers #3

Investing in Our Infrastructure

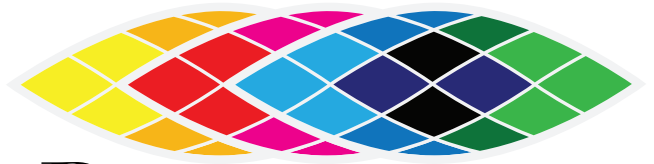
Manage space, technology and reduce our carbon footprint

- ✓ Invest in and refresh the technology infrastructure for our education and research programs.
- ✓ Invest in new cutting-edge technology to help us do our work – virtual reality, new web platforms, video interviewing and advanced communication platforms.
- ✓ Develop a space master plan that incorporates expansion and increased needs along with modern HR approaches for shared workspaces, alternate work arrangements and healthy workplace.
- ✓ Become a leader in internal practices that address ‘climate change’ and environmental health.



Invest in data systems

- ✓ Improve our system capacity in health analytics and quality improvement, through effective and responsible use of technology and data.
- ✓ Have the best evidence of our impact on the health ecosystem in Northern Ontario with reliable data and credible leadership.
- ✓ Lead the integration of a comprehensive database/warehouse/stewardship system



Respect the Difference.™

*NOSM University
'Respects the Difference'
and is committed to the
development of strategies
that advance health,
wellbeing and resilience
throughout the University.*

Strategic Enablers #4

Sustaining Our Resilience

Build a culture of wellness, respect and equity

- ✓ Create leadership positions in Equity and Inclusion and Wellness.
- ✓ Develop strategies to advance health, wellbeing and resilience throughout the University.
- ✓ Demonstrate that input from NOSM University partners and stakeholders is valued and an integral aspect of our planning and execution.



**THE
FUTURE
WILL SEE
YOU NOW**

future.nosm.ca

JOIN US IN THE NOSM UNIVERSITY CHALLENGE

The future of health in the North of Ontario depends on NOSM University playing a key role in the transformation of health education, research and care in the North.

Join us in meeting the Challenge.



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