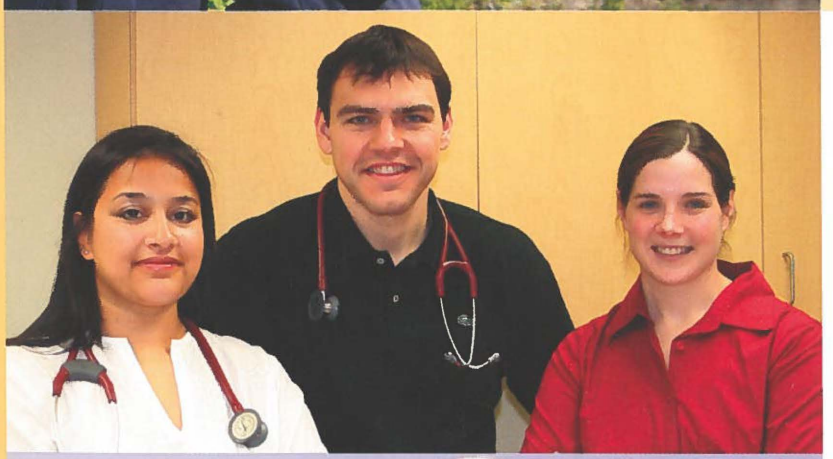
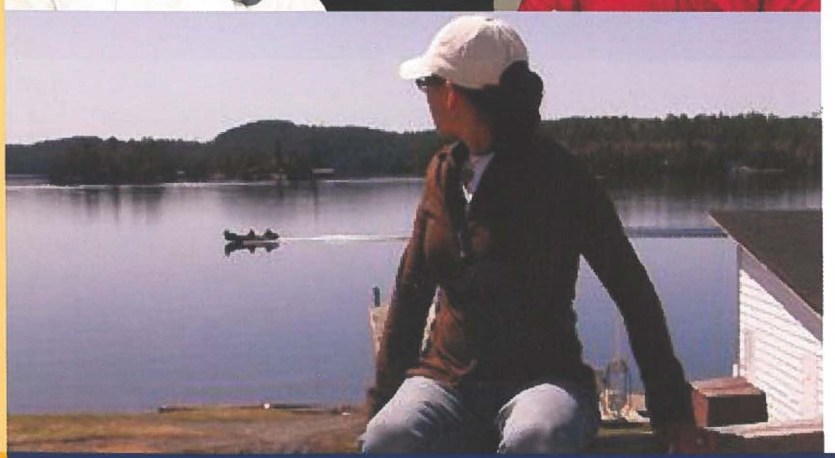








NORTHERN ONTARIO SCHOOL OF MEDICINE

COMMUNITY REPORT

2007

Northern Ontario
School of Medicine



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MESSAGE FROM FOUNDING DEAN AND CEO



Greetings, and welcome to this, the first-ever annual Community Report of the Northern Ontario School of Medicine (NOSM).

And how fitting it is that we should be reporting to you, the community! No one knows precisely how many community champions – volunteers, health professionals, educators, elected political leaders – have contributed to the launching of Canada's first new medical school in more than thirty years, but the number would be in the thousands, I am sure. If it takes a village to raise a child, then NOSM is living proof that it takes a community to give birth to a new medical school!

And so, in some ways, this Report is a mirror, reflecting back to the community the efforts, resources, generosity and incredible support of the people of Northern Ontario in realizing their long cherished dream of opening a medical school of, by, and for the people of Northern Ontario.

Many things make NOSM unique, not only in the realm of Canadian medical education, but in the greater world, as well. For example, as I write this, our superb NOSM team is putting the finishing touches on the most rigorous Comprehensive Community Clerkship program anywhere in the world. In the fall of 2007 our third-year students will embark on a remarkable adventure, spending the entire school year living and learning in ten communities in Northern Ontario. In these communities our students will experience first-hand the challenges and rewards of medical practice in large rural and small urban centres scattered across the vastness of Northern Ontario. In this one aspect of NOSM alone, many hundreds of Northerners have contributed mightily to ensuring a successful experience for our students, even before the first student has arrived.

A word about the organization of this Report: the timeframe is from January 1, 2006 to June 30, 2007. Hereafter we will endeavour to publish annually, covering the academic year. Also, the Report is organized around three principal sections: Academic Accountability, Social Accountability, and Corporate Accountability. This reflects the three overarching directions approved by the NOSM Board of Directors in the School's Strategic Plan.

I hope you find this Community Report edifying, informative, and even a bit entertaining!

Sincerely,

Dr. Roger Strasser
Founding Dean and CEO,
Northern Ontario School of Medicine

2007 - 3
6 - 2
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MESSAGE FROM THE CHAIR BOARD OF DIRECTORS



On behalf of the students, staff and faculty of Laurentian University, I would like to extend my heartiest congratulations to the Northern Ontario School of Medicine.

As chair of the NOSM Board of Directors, I have witnessed significant progress over the past two years. Since the Charter Class was welcomed in 2005, much has been accomplished: research activities are now under way, a fundraising campaign has resulted in financial assistance for our students, and fruitful partnerships have been established with health facilities across the North.

This is a unique school of medicine, with a commitment to social accountability: particular attention is paid to northern and rural health and the specific needs of Francophone and Aboriginal communities are addressed. Like Lakehead University in Northwestern Ontario, we are pleased to host such a faculty of medicine at Laurentian. From the outset, we have attracted outstanding students and faculty, who are already making a difference to the health and well-being of our citizens.

As students from the Charter Class set out this fall on placements throughout Northern Ontario, we should all be proud as we move closer still to training and graduating more physicians in the North, and for the North.

Judith Woodsworth

Dr. Judith Woodsworth
President, Laurentian University and
Chair, Board of Directors of NOSM

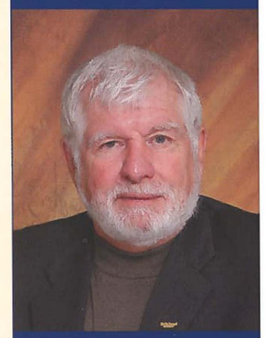
MESSAGE FROM THE VICE-CHAIR BOARD OF DIRECTORS

On behalf of the Lakehead University community, it is my pleasure to congratulate the Northern Ontario School of Medicine on the progress it has made during 2006 and 2007.

Since the inception of the idea of a dual-campus medical school with Laurentian University – and its realization in 2002 – Lakehead has initiated and supported many new research and learning opportunities with the School that will benefit our academic communities, foster economic development in the health-care field, and realize the promise of a medical school focused on the special health issues and needs of northern and Aboriginal communities.

Many individuals have contributed to these early accomplishments, but the most telling sign of success is the calibre of the students who have been attracted by the vision of the new medical school during its first two years of operation. Lakehead's Faculty of Medicine which is the West Campus of NOSM will continue to develop a meaningful and influential presence in the communities of Northwestern Ontario.

Dr. Frederick F. Gilbert
President, Lakehead University and
Vice-Chair, Board of Directors of NOSM



THE NORTHERN ONTARIO SCHOOL OF MEDICINE

AT A GLANCE

When NOSM welcomed its first students in September, 2005, the Northern Ontario School of Medicine (NOSM) became the first new medical school in Canada to open its doors in more than 30 years, and only the second new medical school in all of North America during a similar period.

Like subsequent classes, the Charter Class is comprised of 56 students; 32 based at the School's East Campus at Laurentian University in Sudbury, Ontario and 24 based at the School's West Campus at Lakehead University in Thunder Bay, Ontario.

NOSM is unique in many ways. It is the first Canadian medical school hosted by two universities, some 1,200 kilometres apart. In addition, NOSM is the only Canadian medical school to be established as a stand-alone, not-for-profit corporation, with its own Board of Directors and corporate by-laws.

NOSM is the first medical school in Canada to be opened in the Digital Age. Its four-year Undergraduate Medical Education e-curriculum emphasizes the use of broadband technology to bridge the distance between campuses, and to facilitate an extensive distributed learning model that is unique in the annals of modern medical education. By the time the MD program is completed, the average NOSM student will have spent nearly forty per cent of his or her time studying in Aboriginal, small Northern, and larger urban Northern communities.



NOSM is also the first Canadian medical school established with a social accountability mandate. From its community-based Board of Directors to its extensive reliance on Northern communities, large and small, urban and remote, to act as hosts for its students, NOSM is committed to engaging Northerners in the educational process.

The School's goal is to graduate medical generalists who are innovative, resourceful, self-reliant, culturally and emotionally sensitive, and who are fully acquainted with the rigours and rewards of medical practice in Northern, remote and culturally diverse settings.

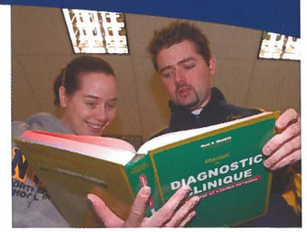
Vision and Mission

The Northern Ontario School of Medicine is a pioneering faculty of medicine working to the highest international standards. Its overall mission is to educate skilled physicians and undertake health research suited to community needs. In fulfilling this mission, NOSM will become a cornerstone of community health care in Northern Ontario.

GUIDING PRINCIPLES

Our Students:

NOSM will seek out qualified students who have a passion for living in, working in and serving Northern and rural communities. NOSM will develop physicians able to practice and engage in research anywhere in the world but who have a particular understanding of people in Northern and remote settings.



Our Graduates:

NOSM will graduate resourceful physicians who are successful in distant settings, have a preference for collaborative care and a greater capacity to serve their patients and communities with the available resources. While the context of the School will be northern, the application will be national and international.



Our School:

NOSM, while preparing students for the full range of clinical disciplines in medicine, will focus on training general practitioners of medicine, family doctors and specialists, who remain generalists across their specialties. The School will foster an inter-professional approach to medical practice and research. It will value curiosity, inventiveness, integrity and be accountable in all aspects of its activities.



Our Faculty & Host Universities:

NOSM will become another centre of academic excellence within Lakehead and Laurentian Universities. The School will be vigilant in the protection of academic freedom.



Our Employees:

NOSM will treat staff with respect and, in accordance with its academic commitment, value honesty, integrity and openness in all dealings with its employees.



Our Communities:

NOSM will pursue a culture of inclusiveness and responsiveness within the medical communities, the Northern communities, the rural communities, and the Aboriginal and Francophone communities.



ACADEMIC ACCOUNTABILITY





MD PROGRAM

The NOSM MD program is accredited by the Committee on Accreditation of Canadian Medical Schools (CACMS) and the Liaison Committee on Medical Education (LCME).

NOSM's four year undergraduate medical education (UME) program is designed to prepare students to enter the next level of medical education, namely the post graduate medical education (PGE) program. Both the UME and PGE programs are grounded in the six key academic principles adopted by NOSM. These principles are interprofessional, integration, community oriented, distributed community engaged learning, generalism and diversity. All six academic principles are reflected in the School's social accountability mandate.

Extensive community–based educational assignments called Integrated Community Experiences (ICE) are an integral, and unique, element of the NOSM curriculum. As such, NOSM "classrooms" are unique and often non-traditional.

At the end of Year One, students spend four weeks in one of some two dozen remote Aboriginal communities across Northern Ontario. Second-year students complete two four-week assignments in small rural or remote Northern communities at the beginning and end of term. In this sense, the community is the classroom. Third-year students spend the whole academic year off campus in one of ten host communities across Northern Ontario completing a Comprehensive Community Clerkship (CCC).

(See map on page 29 for details.)

Fourth-year students will undertake specialty rotations and electives primarily in the regional hospitals in Sudbury and Thunder Bay.

Wherever they are in Northern Ontario, students avail themselves of the latest in broadband and e-learning technologies to connect the School's East and West campuses, and to access educational materials. Both campuses are equipped with smart classrooms and state-of-the-art technological resources.

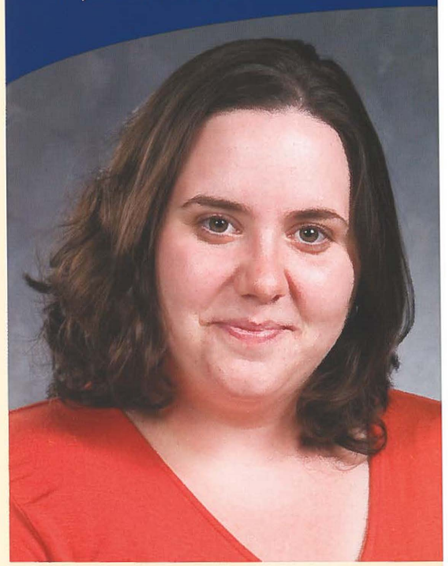
Five key themes (courses) are interwoven throughout the four-year educational experience of the MD program:

- Northern and Rural Health
- Personal and Professional Aspects of Medical Practice
- Social and Population Health
- Foundations of Medicine
- Clinical and Communications Skills in Health Care

The Non-Traditional Student Classroom

"My placement in the Whitefish Lake First Nation Community absolutely blew my mind! I was able to simultaneously immerse myself in First Nations culture while enhancing my clinical skills so that they are delivered in a culturally-sensitive manner. I've learned so much through placements that I would not have learned at any other medical school!"

Lacey Pitre
Entry Class of 2006



The academic staff are organized into three divisions. Each division contributes to delivering the NOSM curriculum:

- The Clinical Sciences Division, headed by Dr. Tim Zmijowskyj, is responsible for teaching the clinical disciplines.
- The Medical Sciences Division, headed by Dr. Garry Ferroni, provides in-depth learning in the bio-medical sciences, ranging from Anatomy to Microbiology.
- The Human Sciences Division, led by Dr. Nancy Lightfoot, encompasses a broad range of the humanities, social sciences, community health and public health.

POSTGRADUATE MEDICAL EDUCATION

In 2006, the College of Family Physicians of Canada granted "new program status" to the Northern Ontario School of Medicine for residency training. NOSM's Family Medicine Residents of the Canadian Shield program (FM RoCS) thereby became Canada's newest in 33 years.

The first participants in the FM RoCS program began their residency on July 1st, 2007, marking a milestone in the history of Northern Ontario medicine: for the first time, medical residents are training in a program developed and administered in Northern Ontario.

FM RoCS accepts 30 residents per year in its two-year program. These Family Medicine residents undertake clinical learning in Northern Ontario communities, training that will prepare them for eventual practice in any community, but especially in rural and remote settings. Family residency community rotation locations can be seen on the map on page 29.

In addition, NOSM will eventually offer residency training in eight major general specialties: anesthesiology, general surgery, psychiatry, general internal medicine, orthopedic surgery, pediatrics, obstetrics/gynecology and community medicine.

Residency training in Northern Ontario is not new. Indeed, the NOSM programs stand on the shoulders of two successful pioneering predecessors: the Northwestern Ontario Medical Program (NOMP), on behalf of McMaster University and the Northeastern Ontario Medical Education Corporation (NOMEC), associated with Ottawa University.

NOMP's activities were integrated with NOSM in the fall of 2005, and NOMEC's in the summer of 2006. The transfer of programs and activities previously delivered by these two highly successful organizations has allowed for a substantial expansion in NOSM programming. Programs such as Interprofessional Education, Youth Health Career Awareness and Health Professional Development and the Northern Ontario Virtual Library (NOVL) have sharply increased the School's ability to offer a wide range of interprofessional, continuing education programs in addition to the postgraduate medical residency programs.



CONTINUING PROFESSIONAL EDUCATION

In keeping with its philosophy that the most effective learning often occurs outside the traditional classroom, the Northern Ontario School of Medicine maintains the largest Continuing Professional Education (CPE) program of any medical school in Canada.

During the 2006-2007 school year, NOSM conducted 225 CPE sessions geared to 23 regulated health professions in the Province of Ontario. In all, more than 3,500 participants attended some form of a NOSM CPE event. The number of sessions more than doubled from the previous (inaugural) year, and the number is expected to double yet again for the 2007-2008 calendar.

CPE at NOSM is clustered in a number of principal series offerings, including the monthly NOSM Symposia series, teacher training series for NOSM faculty, conferences and workshops (often in conjunction with partners in the health field), Clinical Rounds, the *Encounters in Bio-Ethics* series, Francophone and Aboriginal activities, and the *Researcher in the Room* series.

NOSM's CPE initiatives are delivered to learners across Northern Ontario by a variety of means: via video conference over the Ontario Telehealth Network (OTN), via high speed internet through streamed and archived web-casting, and through e-presence, which allows for an interactive, on-line learning experience in real time. Each session is also offered face-to-face at one or both of the NOSM campuses and the large majority of the offerings are accredited by the CME.

INTERPROFESSIONAL PROGRAMS



As part of its core curricular emphasis on interdisciplinary education, the Northern Ontario School of Medicine offers a number of programs geared to health professionals both inside and outside its MD and Residency Programs. All programs are Pan-Northern, and each is intended to provide Northern health professionals with an opportunity to enrich and upgrade their career training.

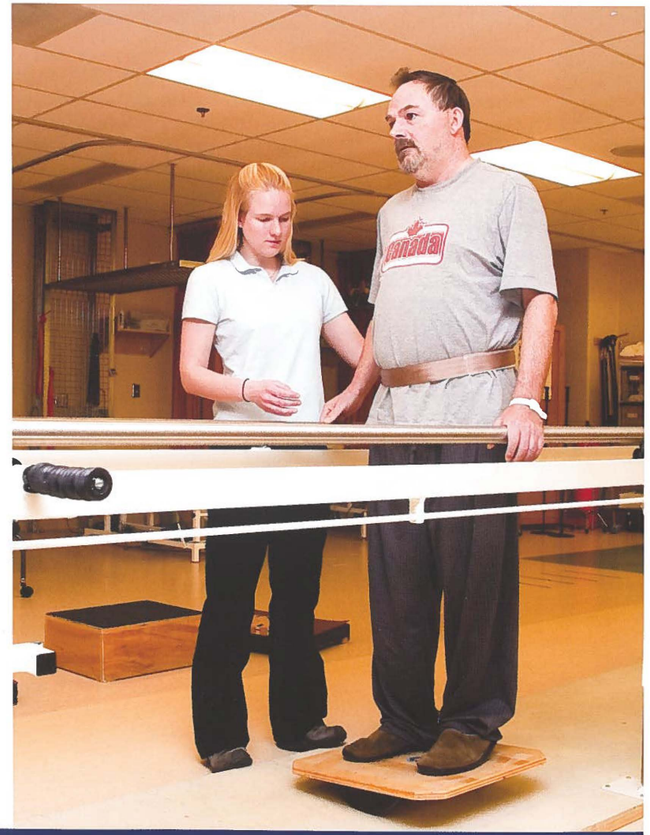
Among NOSM's current interprofessional offerings:

- **Northern Ontario Summer Studentship Program**. This program offers summer employment to Northern Ontario students engaged in health studies in Southern Ontario Universities. The program guarantees four to eight weeks of summer employment at a variety of community settings across Northern Ontario.

- **Rehabilitation Studies**. This program provides learners from audiology, occupational therapy, speech language pathology and physiotherapy with a wide range of challenging clinical learning experiences in equally challenging health care settings across Northern Ontario.

- **The Northern Ontario Electives Program**. Designed for undergraduate medical students as well as postgraduate residents, this program offers a variety of high quality rural, remote, and small urban clinical learning opportunities in Northern Ontario. It is designed for learners from both family medicine and specialty programs. Electives are available in Family Medicine, Rural Family Medicine, Emergency Medicine, as well as in many specialty disciplines.

- **Northern Ontario Dietetic Intern Program (NODIP)**. Northern Ontario's first sustainable Dietetic Internship program, NODIP will train ten dietetic interns in centres across the North. The first students were accepted into the program in the summer of 2007. Offered in conjunction with the NODIP Professional Advisory Committee, NODIP is intended to alleviate an anticipated shortage of professional dietitians in the coming years.



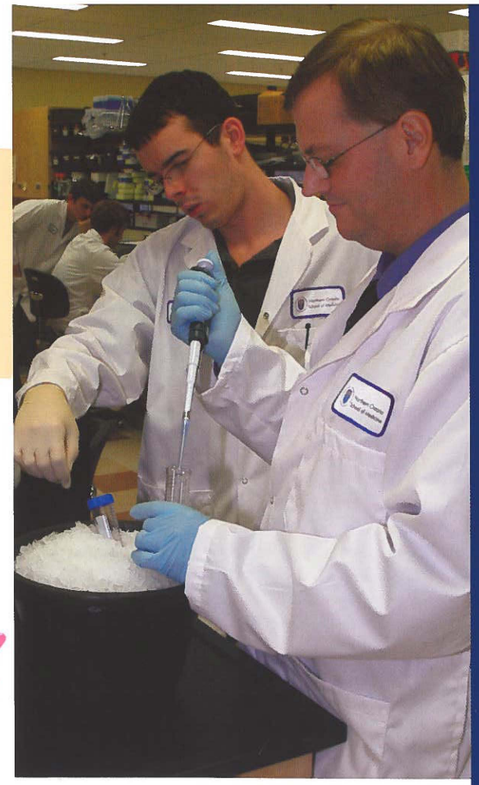
RESEARCH

"At the Northern Ontario School of Medicine (NOSM), research is recognized as a critical component of medical education … "

Excerpt from NOSM's official policy on research.

Research is an important part of most medical schools, but for NOSM, it goes much deeper. Research is part of the very core of the School's mandate. It is embedded in everything NOSM does.

NOSM's research initiatives are reflective of the School's mandate to be socially accountable to the diverse cultures of Northern Ontario. The School's unique program targets areas that have a direct relevance to Northern populations. The key theme of NOSM research is tackling the questions of importance to improving the health of the people of Northern Ontario. For example, rates of diabetes, heart disease and some cancers are much higher in the North than in the rest of the country. In addition, many Northerners live in communities that are often more than six hours away from primary services, some even further.



The School works in partnership with universities, private sector organizations, and health centres to facilitate research initiatives.

The School's two state-of-the-art research labs, one at its East Campus at Laurentian University in Sudbury, and one at its West Campus at Lakehead University in Thunder Bay, create the ideal foundation for conducting research. In December, 2006, NOSM supported the concept of a clinical research initiative based in Sault Ste. Marie, which also services researchers all across Northern Ontario.

Leading Researchers and Topics

NOSM's robust research programs provide an extremely favourable environment for NOSM's full-time and more than 600 part-time faculty as well as students to engage in a full range of research projects. In 2006, NOSM faculty received more than $1M in research funding.

The Student Research Experience

NOSM students have many options to engage in research endeavours and since March, 2006, thirty research grants have been presented for students to study a wide range of health issues.

The Evolution of NOSM Research

November, 2005 – The report, "Creating a Sustainable Health Research Industry in Northern Ontario" is released. It sets the stage for NOSM, Northern communities, and private and public sector organizations to work together to allow Northern Ontario to become a major contributor to the global health research sector.

March 8, 2006 - The Heart and Stroke Foundation of Ontario (HSFO) provides NOSM with the first research placement grant. Eight students receive $6,000 each to conduct research on cardiovascular health issues of relevance to Northern Ontarians.

March 31, 2006 - The Honourable Tony Clement, Minister of Health and Minister for FedNor, officially opens the School's two state-of-the-art research laboratories.

April 21, 2006 – Eight NOSM students receive the first Founding Dean's Summer Medical Student Research Awards.

June, 2006 – The first annual Northern Health Research Conference is held at Algoma University College in Sault Ste. Marie.

December, 2006 - NOSM announces its support for the concept of clinical research initiatives in Sault Ste. Marie to service research taking place across Northern Ontario.

March, 2007 – Six more students receive a HSFO research award.

April, 2007 – Eight more students receive a Founding Dean Medical Student Research Award.

June, 2007 - The second annual Northern Health Research Conference is held in Sault Ste. Marie.

VARIOUS NOSM FACULTY RESEARCH PROJECTS UNDERWAY

Dr. Neelam Khaper

- Understanding the cellular and molecular mechanisms of cardiac dysfunction in various stress conditions.

Dr. Zach Suntres

- Examining the oxidant and antioxidant status in the blood of patients with colon, breast and lung cancer.
- Developing novel drug delivery systems in improving existing antibiotic treatments.

Dr. Brian Ross

- Examining role of lipid in health and disease and determining whether nutritional supplementation with omega-3 fatty acids can help reduce symptoms of attention deficit hyperactivity disorder.
- Analyzing human breath to determine whether biomarkers derived from lipids and other chemicals can be used to screen for various diseases such as lung cancer and diabetes.

Dr. Marion Maar

- Community-based diabetes care and prevention research in partnership with 6 First Nations on Manitoulin Island.
- Research on cultural competent Aboriginal mental health services.
- Ongoing guidelines and best practices development for ethical Aboriginal health research in collaboration with the members of the Manitoulin Anishinabek Research Review Committee.

Dr. Stacey A. Ritz

- Examining how air pollution affects the immune system in forest fire fighters, people with diabetes, and those prone to autoimmune disease.

Dr. Carita Lannér

- Protein expression between normal and cancer cells with a focus on ovarian cancer. The association of a novel protein with non-malignancy indicates that it could be a tumor suppressor or a potential biomarker for non-malignancy.

Dr. Marina Ulanova

- Molecular mechanisms of interactions between pathogenic bacteria and lung epithelial cells.
- Integrin receptors as novel targets for therapy of cervical cancer.
- Epidemiology of Haemophilus influenzae type b infection in the Aboriginal population of Northern Ontario.

Dr. Bill McCready

- Literature Search, design of a data set and chart review of patients with a peritoneal catheter.

Dr. Tom Kovala

- Understanding the formation of new blood vessels in order to develop therapeutic approaches to increase blood vessel formation, to encourage wound healing or blocking, in order to starve tumours.
- Development of cancer drugs. This project is focusing on the changes in cells that lead to the resistance of cell death.

Dr. T.C. Tai

- Understanding the molecular mechanisms involved in the development and maintenance of hypertension.

Dr. Geoffrey Hudson

- Social history of medicine, war and medicine, the history of disability and the development of socially accountable medical education.

Dr. David MacLean

- A better understanding of cardiovascular physiology as it pertains to the regulation of blood flow under conditions of hypoxia, vascular insufficiency and end stage disease states such as heart disease.
- Protein and amino acid metabolism under both normal and abnormal physiological conditions.

Dr. Kristen Jacklin

- Diabetes Research Project Development for the Wikwemikong Unceded Indian Reserve: A pilot participatory research study to determine community direction for a long-term diabetes research initiative for Wikwemikong.
- Aboriginal patient care.

Dr. Garry Ferroni

- The frequency and nature of antibiotic resistance in bacteria.
- The screening of biological materials for antimicrobial activity.
- The environmental effects of the bacterium Acidithiobacillus ferrooxidans.

Dr. Patricia M. Smith

- Tobacco cessation.
- Chronic disease prevention and management translational research.

Dr. Nancy Lightfoot

- A study of mortality and cancer incidence in Falconbridge's Timmins-based copper/zinc workers.
- Mortality and cancer incidence in Falconbridge's Ontario nickel workers.
- A study of mortality and cancer incidence in Inco's Ontario nickel workers.

Dr. David Topps and Dr. Rachel Ellaway

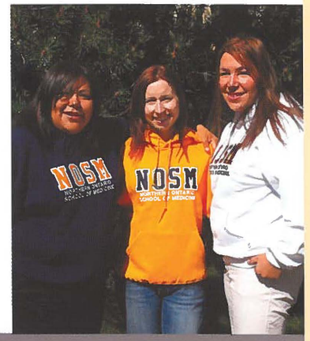
- Collaborating broadly on PocketSnips micro-video clips and mobile clinical resources; high performance networking through CFI and CANARIE to aid with ultravideoconferencing, virtual reality and remote simulators; and is spearheading the Canadian Virtual Patient Collaboration.

Dr. Roger Strasser

- Rural health workforce, including recruitment & retention, education & training, and sustainability.
- Rural health services, including health service delivery models, specific clinical services and sustainability.
- Family practice.

OUR RAISON D'ÊTRE
OUR STUDENTS

In its recruitment efforts, the Northern Ontario School of Medicine aims to have class profiles which reflect the demographics of the population of Northern Ontario. As such, the School maximizes the recruitment of students who are from Northern Ontario and/or students who have a strong interest in and aptitude for practising medicine in Northern urban, rural and remote communities. In addition, as per the School's social accountability mandate, NOSM actively recruits Aboriginal and Francophone students.





NOSM students come from a wide range of backgrounds, are highly motivated individuals, are self-directed, thrive in a small group-based, distributed learning environment, and have a genuine interest in helping the School fulfil its mandate to increase the number of medical graduates who choose to live and work in Northern Ontario after graduation.

THE NOSM CLASS PROFILE

Charter Class (entering class of 2005)

Average weighted GPA:	3.68
Average age:	28.7 years
Females:	67%
Males:	33%
Self-identified Aboriginals	11%
Self-identified Francophones	17%

Entering class of 2006

Average weighted GPA:	3.72
Average age:	26.3 years
Females:	57%
Males:	43%
Self-identified Aboriginals	5%
Self-identified Francophones	21%

Students from rural and remote areas of Northern Ontario or rural and remote areas of the rest of Canada	50%
Students from Northern Ontario	89%

Learning the Interactive Way

In December, 2006, NOSM announced a 3-D iAnatomy collaboration with Stanford University School of Medicine. The unprecedented collaboration uses ORION advanced networking technology and Stanford's vast collection of stereoscopic images of human anatomy to allow faculty and students to view and manipulate high-definition, three-dimensional anatomical representations.

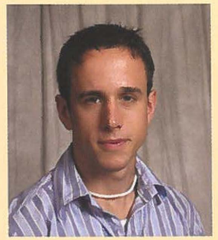
The iAnatomy collaboration consolidates anatomical knowledge into one multimedia, interactive server in order to improve the way medical students learn. The collaboration greatly supports the remote and distance learning experience of a NOSM learner.

STUDENT SOCIETY

NOSM Student Awards and Achievements

16th Annual History of Medicine Days National Conference

- Best overall audio visual: Linda Bakovic and Carolyn Stark for their paper "History of Medical Ethics and Military Medicine, with a focus on the Somalia Affair"
- Best research: Anne McDonald for her paper "A Missionary in China: Dr. Jessie McDonald"
- Best content and presentation: Kareem Chehadi for his paper "Psychiatric Care in Ontario's Asylums in a Comparative Context, 1890-1910"
- Second runner up – Best Rhetoric: Ching Yeung for her presentation "The Changing Dynamics of the Patient-Physician Relationship: From the 17th Century to the Modern Electronic Age"



Jonathan DellaVedova



Adam Moir

When are the awards?

Recognized for providing leadership and support to fellow students and recipients of the Inaugural Year recipients of the Making a Difference – Student Citizenship Award 2006.

"The NOSM Student Society is an integral part of life here at NOSM, with members elected from the student body of both campuses which include a President, VP Executive, two VPs Education, VP Finance, VP Internal and External Communications and Year Representatives. Our Society is a dynamic one, representing students from all classes and from both campuses. We work together to address student issues and to actively advocate to, and work with, the NOSM administration in implementing constructive change within the NOSM undergraduate program. Students on the NOSM Student Society are fortunate to be so involved in the assessment and direction of their own curriculum which is unlike that of any other medical school. "

Tracey Ross,
2006-2008 President, NOSM Student Society



Founding Dean Research Award Recipients

2006	2007
Philip Berardi	Bruce Cook
Teresa Furtak	Brandon Entwistle
Tracy Michano-Stewart	Angela Golas
Natalie Moreau	Danielle Hamilton
Justin Porter	Andrea Haner
Tracey Ross	Lana Potts
Tara Spicer	Matt Strickland
Ella Wiebe	Kimberly Varty

Heart and Stroke Foundation of Ontario Summer Medical Student Awards Recipients

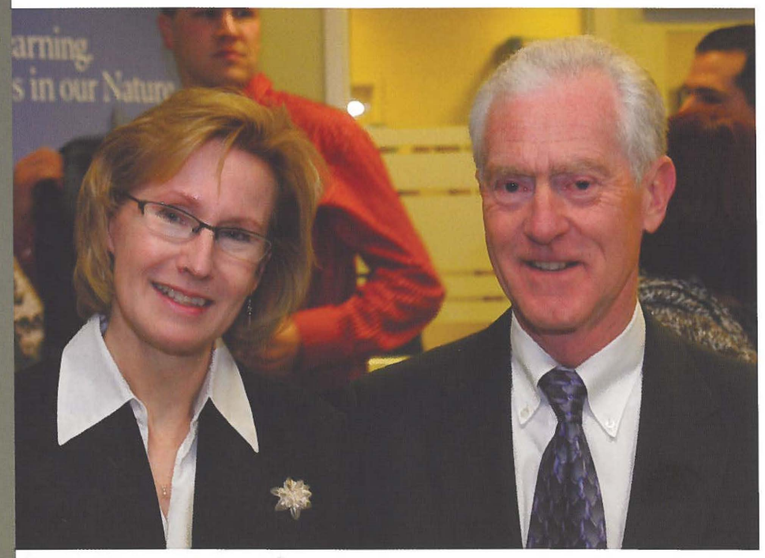
2006	2007
Omodele Ayeni	Alex Anawati
Nicole Beauvais	Abdel-Kareem Chehadi
Brigitte Carriere	Lise Mozzon
Abdel-Kareem Chehadi	Marc-André Roy
Lyndsay McFadgen	Tracy Michano Stewart
Jeffrey Middaugh	Ching Yeung
Robert Pastre	
Lana Potts	
Elaine St. John	

OUR FACULTY AT NOSM
diverse, distributed, distinguished

The faculty at NOSM is a vast web of individuals (numbering more than 600 in total) who serve in a wide range of locales, hail from a variety of backgrounds, and offer a richly diverse palette of skill sets.

Broadly speaking, NOSM faculty appointees fall into one of three categories:

- Full-time, employees
- Cross-appointed, non-stipendiary faculty
- Stipendiary faculty



By far the largest faculty grouping at NOSM, in strictly numerical terms, is the Clinical Sciences Division, with well over 500 appointees. The vast majority of these are the Assistant Professors and Lecturers who serve as the backbone of NOSM's teaching faculty. These faculty members, most of whom are also practicing physicians, are located throughout Northern Ontario, and serve on a stipendiary basis.

The Medical Sciences Division consists mainly of full-time or jointly-appointed research scientists who are also engaged in teaching. Research areas vary widely, from immunology to pharmacology. There are sixteen professors in the Medical Sciences Division.

The Human Sciences Division hosts 34 NOSM full and part-time faculty, plus a dozen librarians.

Faculty members share teaching responsibilities for a broad range of subjects, but most are related in some way to Northern and rural health issues. Research fields in Human Sciences include Aboriginal health, the history of medicine, and population health.

Dr. Carita Lannér and Dr. Nicholas Escott are typical of the diversity - and the distinction - to be found in the NOSM faculty. After receiving her PhD in Plant Biology from the Swedish University of Agricultural Sciences, Dr. Lannér did post-graduate work at the Indiana University School of Medicine, where she eventually became an Assistant Professor in the School's Division of Hematology/Oncology. Dr. Lannér joined the NOSM faculty in 2004, and is currently Associate Professor of Molecular Genetics at the School's East Campus.

Dr. Nicholas Escott received his Medical Degree from McMaster University in Hamilton in 1974. He was a long-time Family Practitioner in Northern Ontario before becoming a pathologist at what is now the Thunder Bay Regional Health Sciences Centre. Dr. Escott is the Section Leader for Laboratory Medicine and Pathology at NOSM's West Campus.

Dr. Lannér and Dr. Escott received NOSM's Inaugural Year Making a Difference – Excellence in Teaching Award, an award that will be given annually to outstanding members of the NOSM faculty, as selected by the School's undergraduate student body.

SOCIAL ACCOUNTABILITY





A Window on Northern Ontario

The Northern Ontario School of Medicine has a mandate to be socially accountable to the cultural diversity of the region it serves including: Aboriginals, Francophones, remote communities, small rural towns, large rural communities, and urban centres. Evidence of this mandate can be found in the School's curriculum, administrative structure, research program, student demographics, continuing education program, and more. NOSM faculty, staff and students do not function in a traditional medical school building. Rather the School's walls are the boundaries of Northern Ontario and at any given time an individual may be working at one of the School's two campuses, or in a remote, rural or urban community.

NOSM has affiliation agreements with more than seventy health centres and hospitals across Northern Ontario and is working on additional agreements. These agreements secure the Medical School's relationship with hospitals or health services centres and allow students, faculty and staff to become immersed in the culturally diverse region they are serving.

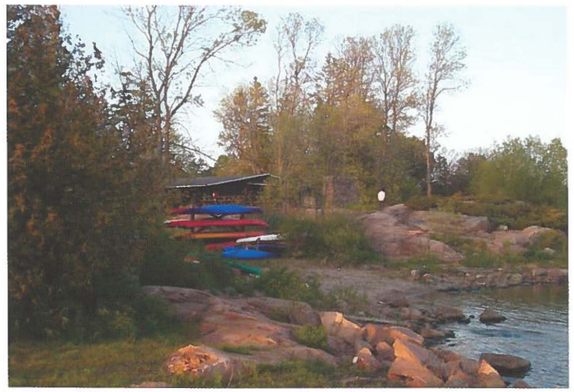
A LOCAL VOICE

The Northern Ontario School of Medicine spans thousands of kilometres, with two main campuses, and countless communities that are linked in some way to the School. Whether through an affiliation agreement with a community hospital or health centre, a local physician/ NOSM, or through a student placement within a community, NOSM's virtual walls touch communities in a wide variety of ways.

The pervasiveness of NOSM across Northern Ontario necessitates the provision of a conduit through which the region's people and communities can have input into the Medical School's activities.

Following the School's inaugural year, ten Local NOSM Groups were created to ensure local representation within the School. The Groups provide a mechanism for both an individual community and NOSM to stay abreast of each other's respective developments.

Membership of Local NOSM Groups varies, depending on the need and desire of the individual community. Generally, membership includes broad representation from faculty, community leaders, individuals, and local health-care professionals. Groups meet on a regular basis and discuss such issues as: recruitment, retention, showcasing the community, travel, support for students, linguistic and cultural issues, and any other issue the Group feels is of importance to both NOSM and their community.





Local NOSM Groups

- *Fort Frances*
- *Kenora*
- *Sioux Lookout*
- *Temiskaming Shores*
- *North Bay*
- *Timmins*
- *Sault Ste. Marie*
- *Huntsville*
- *Parry Sound*
- *Bracebridge*

"As the School continues to grow and evolve, the creation of more Local NOSM Groups will be welcomed."

Dr. Marc Blayney, Vice Dean, Professional Activities



AN ABORIGINAL FOCUS

Voices of Aboriginal Culture:

- *Aboriginal Affairs Unit*
- *11 member Aboriginal Reference Group*
- *Five seats designated to individuals of Aboriginal descent on the Board of Directors*
- *Aboriginal Elders play a key role in the daily operations of the School and are called upon to open and bless senior management meetings*
- *Aboriginal faculty*
- *Research projects with an Aboriginal focus*
- *Four-week student experience in Aboriginal communities in Year 1*
- *Self identified Aboriginal students, as a percentage of the overall class:*
  2005 - 11%
  2006 - 5%
- *Continued efforts to increase applications and involvement from Aboriginal students, residents, and communities*



At the earliest stages, NOSM engaged the Aboriginal communities of Northern Ontario in its development. In 2003, a workshop entitled *Follow Your Dreams* was held to provide Aboriginal people the opportunity for input into the development of the new medical school. Participants identified the need for NOSM to be an "Aboriginal friendly" medical school that would:

- Encourage and nurture Aboriginal students into and through medical school.
- Acknowledge and respect Aboriginal history, traditions and cultures.
- Access the expertise and resources in Aboriginal communities.
- Establish partnerships with Aboriginal communities.
- Incorporate into the curriculum the challenges and specific health priorities of the Aboriginal communities.

In keeping with these recommendations, NOSM continually aims to ensure meaningful collaboration with Aboriginal communities. In August 2006, a follow up workshop, *Mii Kwen Daan – Keeping the Vision* was held. Ninety-five Aboriginal, community and health-care leaders from all across Northern Ontario spent three days discussing opportunities to further engage Aboriginal communities into the ongoing development of NOSM.

The Aboriginal Affairs Unit identifies and implements new initiatives in support of the School's commitment to Aboriginal communities. Members of the unit collaborate with Aboriginal communities, assist in the recruitment of Aboriginal students, recruit Aboriginal host communities for medical students, and advise the School's administrative bodies on Aboriginal affairs and involvement. The Aboriginal Reference Group provides advice on research, administration and academic issues that promote excellence in higher learning and accommodate the Aboriginal world view.

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A FRANCOPHONE FOCUS

Voices of Francophone Culture:

- *Francophone Affairs Unit*
- *21 member Francophone Reference Group*
- *Three seats designated for Francophone individuals on the Board of Directors*
- *Module 105 – A module focusing on Francophone health issues, case studies, patients and communities*
- *Hosting of Francophone cultural events throughout the year*
- *Research projects with a Francophone health focus*
- *Student placements in Francophone communities in Year 2*
- *Self identified Francophone students, as a percentage of the overall class:*
  2005 - 17%
  2006 - 21%
- *Continued efforts to increase applications and involvement from Francophone students, residents, and communities*
- *Of the 2007 NOSM student applicants who were offered an interview, over 20% were self-identified as Francophone.*



Although mandated by the Ontario government to provide instruction in the English language, the Northern Ontario School of Medicine is committed to being responsive to the needs of the people and communities of Northern Ontario, including Francophones and people for whom their home language is French.

The School's Francophone Affairs Unit and Francophone Reference Group (FRG) work collaboratively to liaise with Northern Franco-Ontarian communities for the purpose of identifying and responding to the needs of Francophones in the ongoing development of the School.

In May, 2005, a milestone symposium entitled "Francophones and the Northern Ontario School of Medicine" was held to provide Francophones the opportunity for all Northern Ontarians to learn more about the School, and to have input into its Francophone initiatives. The discussions and recommendations arising from the Symposium fed directly into final report which continues to act as a guide book for strengthening the School's partnerships with the Francophone community.

A follow-up symposium will be held in Timmins in September, 2007, and will focus on recruitment efforts for Francophone students, residents and communities.

PLEINS FEUX SUR LES FRANCOPHONES

Voix de la culture francophone :

- *Unité des affaires francophones*
- *Groupe témoin francophone de 21 membres*
- *3 sièges désignés pour des francophones au conseil d'administration*
- *Module 105 – Module portant sur les problèmes de santé des francophones, des études de cas, les patients et les communautés*
- *Organisation d'événements culturels francophones tout au long de l'année*
- *Projets de recherche axés sur la santé des francophones*
- *Placement d'étudiants de deuxième année dans des communautés francophones*
- *Pourcentage d'étudiants francophones s'étant identifiés par rapport à la classe globale :*
  2005 – 17 p. 100
  2006 – 21 p. 100
- *Les efforts se sont poursuivis pour favoriser l'augmentation des demandes et de la participation des étudiants, des résidents et des communautés francophones*
- *Plus de 20 % des postulants à l'EMNO qui ont été invités à passer une entrevue en 2007 se sont identifiés comme francophones*

Bien qu'ayant reçu du gouvernement de l'Ontario le mandat de dispenser l'enseignement en anglais, l'École de médecine du Nord de l'Ontario s'est engagée à répondre aux besoins des habitants et des communautés du Nord de l'Ontario, notamment des francophones et des personnes dont la langue de travail est le français.

L'Unité des affaires francophones de l'École et le Groupe témoin francophone (GTF) travaillent en collaboration pour assurer la liaison avec les communautés franco-ontariennes du Nord afin de recenser les besoins des francophones et d'y répondre dans le développement continu de l'École.

En mai 2005, un symposium clé intitulé « Les Francophones et l'École de médecine du Nord de l'Ontario » a offert à tous les habitants du Nord de l'Ontario la possibilité de se renseigner davantage sur l'École et de contribuer aux initiatives francophones. Les discussions et les recommandations découlant du symposium ont été consignées dans un rapport final qui sert toujours de guide pour le renforcement des partenariats entre l'École et la communauté francophone.

Un symposium de suivi aura lieu à Timmins en septembre 2007 et portera sur les efforts de recrutement d'étudiants, de résidents et de communautés francophones.francophone du Nord de l'Ontario.

"The School's continued efforts to strengthen and nurture relationships with Northern Ontario's Francophone communities are key to ensuring an increase in Francophone health professionals who can best meet the health care needs of Northern Ontario's Francophone population."

France Gélinas, Chair, NOSM Francophone Reference Group and Director of the Centre de santé communautaire de Sudbury.



"Les efforts continus de l'École visant à renforcer et à alimenter les relations avec les communautés francophones du Nord de l'Ontario sont cruciaux pour assurer l'augmentation du nombre de professionnels de la santé francophones qui peuvent le mieux répondre aux besoins en soins de santé de la population francophone du Nord de l'Ontario."

France Gélinas, présidente, Groupe témoin francophone de l'EMNO et directrice du Centre de santé communautaire de Sudbury.

CORPORATE ACCOUNTABILITY



A MESSAGE FROM THE CAO OF THE NORTHERN ONTARIO SCHOOL OF MEDICINE

The Northern Ontario School of Medicine is nearing the completion of the transition from being a startup organization to becoming an established, fully-functioning medical school. While there have been many challenges, managing the necessary aggressive growth has certainly been one of the greatest.

Let me cite just a couple of examples:

- When I joined what was then the Northern Ontario Medical School, or NOMS, in the fall of 2002 there was a staff complement of six. By April, 2006 that number had increased to 161 full and part-time employees, exclusive of stipendiary faculty! By June, 2007 NOSM employed 246 full and part-time employees, not to mention more than 500 clinicians with stipendiary faculty appointments.

- Budgets have increased from $5 Million to $36 Million. In 2006-2007 NOSM processed a staggering number of individual payments for suppliers, preceptors, and employee travel reimbursements - 17,500, to be exact - with a total dollar value of $23.7 million. That was up 99 % in volume, and an increase of 148 % in dollar value, from the year before.

- NOSM's facilities have been in expansion mode from the moment of the School's birth. Our facilities staff continually rises to the challenge of meeting the needs of a growing complement of students who learn and study across the vastness of Northern Ontario, an increasing number of staff and faculty, and the needs of our many partners whom we value. Technological equipped classrooms and state of the art clinical skills and research laboratories support the distributed education model of the School.

- In April, 2006, NOSM closed its first Bursary Fund Campaign with a resounding $13 million being raised to support NOSM students in need of financial aid. A small group of NOSM staff and a host of volunteers with sheer determination worked diligently to exceed the expectations of many. The leadership of the two volunteer Campaign Co-Chairs and the support of the Development staff of the two host universities working with the School were critical success factors. Northern communities demonstrated, through their generosity, their commitment to the School. The Ontario government, Northern Ontario Heritage Fund Corporation, generously provided matching funds.

- With students, faculty and staff distributed throughout Northern Ontario, effective technology is fundamental to the delivery of medical education and the administrative work that supports all areas of the School. Staff of our Technology Unit continues to graciously meet the demands of ensuring that the appropriate technology infrastructure is in place so that medical education, research, community partnerships, administration and related School functions can occur anytime, anywhere.

Many milestones were passed here at NOSM during the period covered by this report, but let me mention one other, the incorporation of the Northwestern Ontario Medical Programme (NOMP) and the Northeastern Ontario Medical Education Corporation (NOMEC) into our NOSM administration. As mentioned elsewhere in this Report, both of these programs paved the way for the creation of Northern Ontario's own Medical School in many, many ways, and it is inconceivable that our School would be where it is today without the pioneering efforts of NOMP and NOMEC and their respective staffs, many of whom are now members of the NOSM family.

The challenges of a complex organization that prides itself on numerous collaborations across a campus that spans thousands of kilometres can only be tackled by a team of talented staff who chose to join the journey. Few outside the School can fully appreciate the passion and commitment to implementing a Northern medical school, and how far beyond the call of duty the employees at NOSM have gone in order to create "a Medical School like no other." To each and every one of you – "Bravo!" - And thank you, from the bottom of my heart.



Dorothy Wright
Chief Administrative Officer
Northern Ontario School of Medicine



NOSM CAO Named One of Northern Ontario's "Influential Women of the Year"

NOSM CAO Dorothy Wright has been named as one of Northern Ontario's most Influential Women for 2007 by Northern Ontario Business.

NOSM Founding Dean Roger Strasser expressed his delight in Wright's latest accomplishment, noting that her business acumen and contract negotiation skills have profoundly contributed to the establishment of Canada's first medical school in over 30 years.

"I am extremely happy to congratulate Dorothy on receiving this prestigious award," said Dr. Strasser. "She is an inspiring example of a professional business woman, and truly deserves to be recognized for her leadership role at the Northern Ontario School of Medicine, and her outstanding contribution to Northern Ontario's public sector."

CAO Wright accepted the Award at a gala luncheon held in Thunder Bay in June.

WRITING THE PRESCRIPTION FOR A HEALTHIER NORTHERN ONTARIO

Support of student financial aid furthers the goals of NOSM students and the communities served by the School. The School's Bursary Fund provides financial aid to medical students to help them avoid incurring debt at the end of their training.

The Northern Ontario School of Medicine received its first donor-funded award in 2003. The success of the School's inaugural campaign was due in large part to the energy and commitment of Elizabeth Dougall, Chair of the NOSM Board of Directors Fundraising Committee, Gerry Lougheed Jr. and Greg Pilot, Campaign Co-chairs.

By May 2007, more than 2000 individuals and organizations had contributed to the School's bursaries now valued at more than $15 million. Along with the tremendous support of individuals and corporations, NOSM has been fortunate to have key community groups from across the North join forces to donate funds for the student bursaries.

Contributions to the student bursary funds can live in perpetuity through the establishment of endowed awards. Endowments may also be eligible for matching funds through the generous assistance of the provincial government.

Financial support for medical students is needed for years to come. With an annual intake of 56 students, by 2008 the School will have 224 students working towards their MD.

The Northern Ontario Heritage Fund Corporation (NOHFC) is the largest single contributor to the School's student bursary campaign. The Corporation's $5 million in matching funds supported the School's inaugural campaign which raised $12.9 million for student bursaries, and included contributions from over 2,000 donors.

THE BENEFITS OF FINANCIAL AID

Bursary Money Awarded	**2005**	**2006**
Funds generated from NOSM investment income	$333,480	$494,594
Funds from both endowments and annual awards	$47,790	$74,755
Number of Bursaries Awarded	71	132



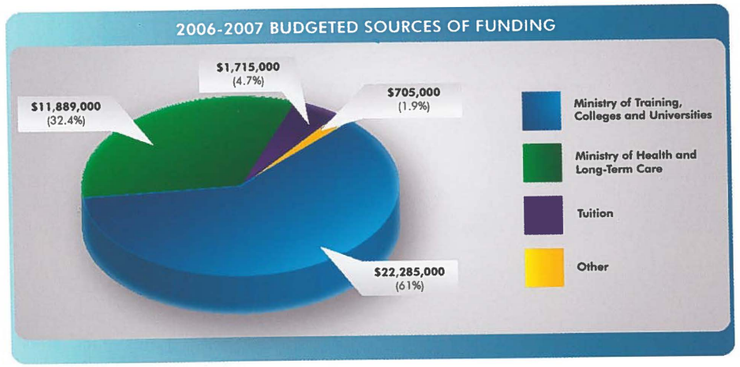


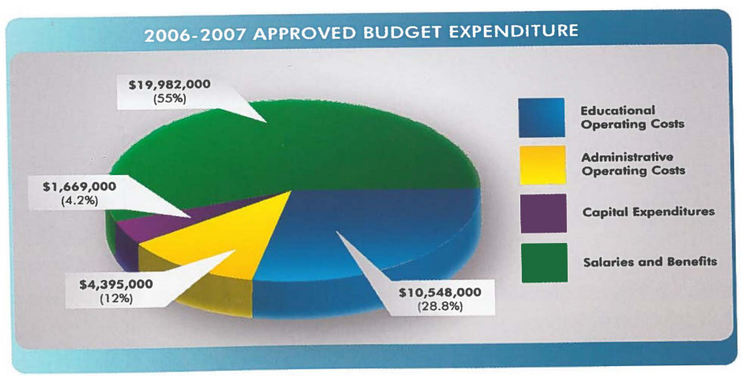
"Without the NOSM Bursary Fund, many of our students would struggle to pay tuition. I know I would! Every bursary helps and it is wonderful to have so much support from the community. One day, I hope to be in a position to support future medical students as well."

Ching Yeung. *Class of 2006*

FINANCIAL PORTRAIT







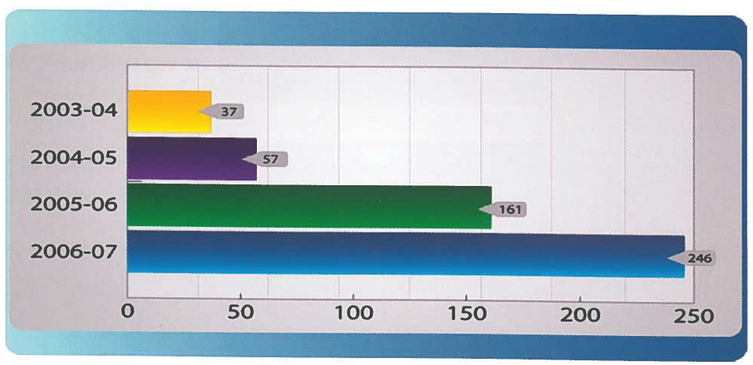
The Northern Ontario School of Medicine operates within a balanced budget.

The 2006-2007 approved budget expenditures were $36,594,000; 55% of which is allocated to salaries and benefits, and 45% to educational, administrative, and capital expenditures.

Funding received by the Northern Ontario School of Medicine totalled $36,594,000 in 2006-2007 and is received from the following sources: Ministry of Training, Colleges and Universities (61%); Ministry of Health and Long-Term Care (32.4%); Tuition (4.7%); and Other (1.9%).

OUR STAFF: A BREADTH OF EXPERIENCE





The staff at NOSM work collaboratively, sometimes across lengthy distances, to ensure the success of the School's unique distributed medical education model. Providing a breadth of proficiencies ranging from administrative and technical support to curriculum and program development, our staff are located across Northern Ontario. NOSM began as a small organization with a handful of employees in 2002. Over the last five years, our staff numbers have increased from 37 employees in 2003-04 to our current compliment of 246 staff in 2006-07. Representing a range of professional expertise, and geographic, cultural and linguistic diversity, NOSM staff are an integral and appreciated part of ensuring that NOSM graduates physicians and supports health-care professionals with an appreciation for the distinctive realities of Northern Ontario.

BOARD OF DIRECTORS

Dr. Judith Woodsworth
Chair, Sudbury

Dr. Fred Gilbert
Vice Chair, Thunder Bay

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

Dr. Jean Anawati
Sturgeon Falls

Dr. John Augustine
Thunder Bay

Liliane Beauchamp
Ottawa

Tracy Buckler
Thunder Bay

Dr. Amar Cheema
Sudbury

Ron Chrysler
Sudbury

Jacqueline Dojack
Sudbury

Helen Cromarty
Sioux Lookout

Hermann Falter
Sudbury

James Gordon
Sudbury

Sheila Hardy
Sudbury

Fabien Hébert
Hearst

Arie Hoogenboom
Dryden

Austin Hunt
Kagawong

Dr. Peter Hutten-Czapski
Haileybury

Goyce Kakegamic
Thunder Bay

Maureen Lacroix
Sudbury

Jeremie Larouche
Thunder Bay

Debbie Lipscombe
Kenora

Neil MacOdrum
Geraldton

Dr. Neil McLeod
Newmarket

Dr. Dermot McLoughlin
Sioux Lookout

Dr. Bill McMullen
Sudbury

Elizabeth Moore
Constance Lake First Nation

Jean Naponse
Naughton

Michael S. O'Neill
Sault Ste. Marie

Tracey Ross
Sudbury

Lou Turco
Sault Ste. Marie

Dr. Stephen Viherjoki
Thunder Bay

Brian Walmark
Thunder Bay

John Whitfield
Thunder Bay



The NOSM and Board is responsible for the corporate fiscal governance of the School, and provides oversight of the institution's Senior Management.

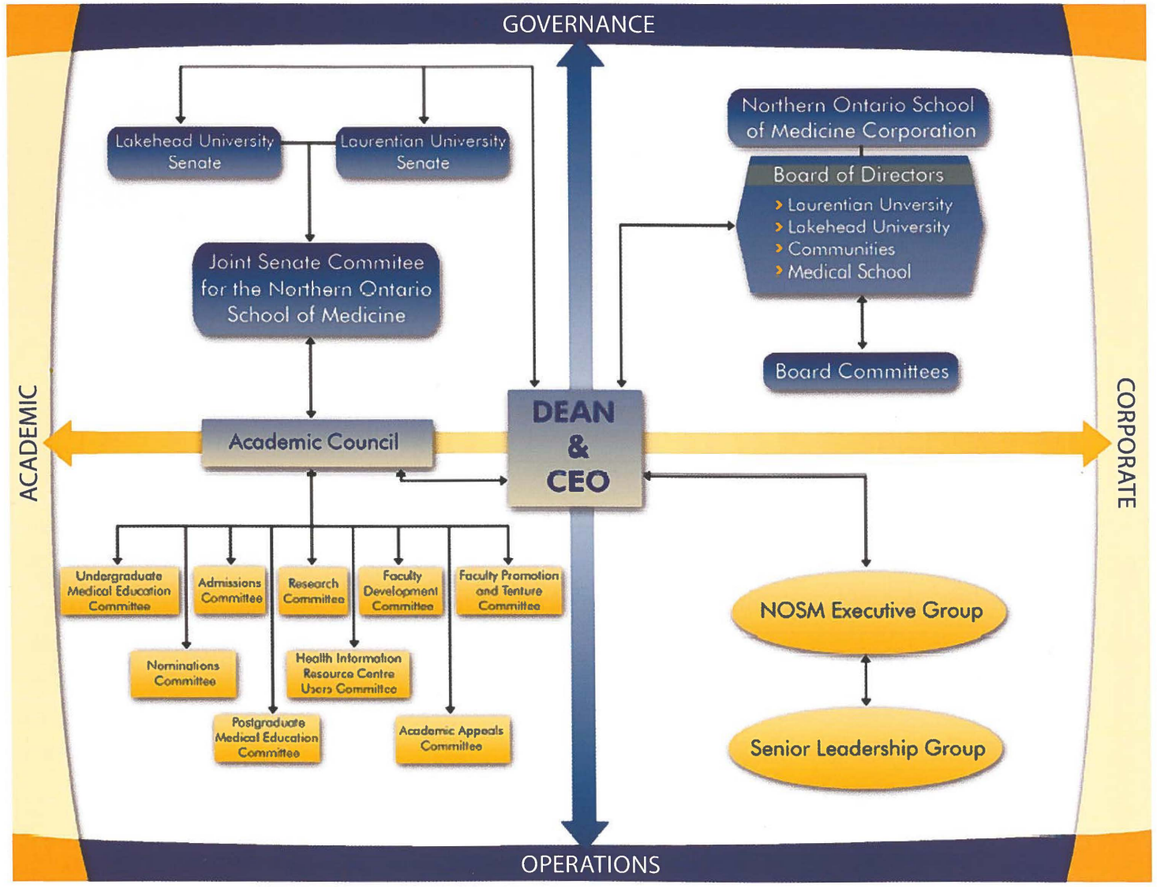
The Board consists of 35 distinguished residents of Northern Ontario who are nominated by key stakeholder groups, including the host universities, municipal, Aboriginals, and Francophone organizations, and the Ministry for Training, Colleges and Universities. Undergraduate and Postgraduate medical students and health professionals are also represented.

The Chair of the Board serves a three-year term. The position alternates between the Presidents of Lakehead and Laurentian Universities. Dr. Fred Gilbert served as Chair from 2002-2005. Dr. Judith Woodsworth is Chair from 2005-2008.

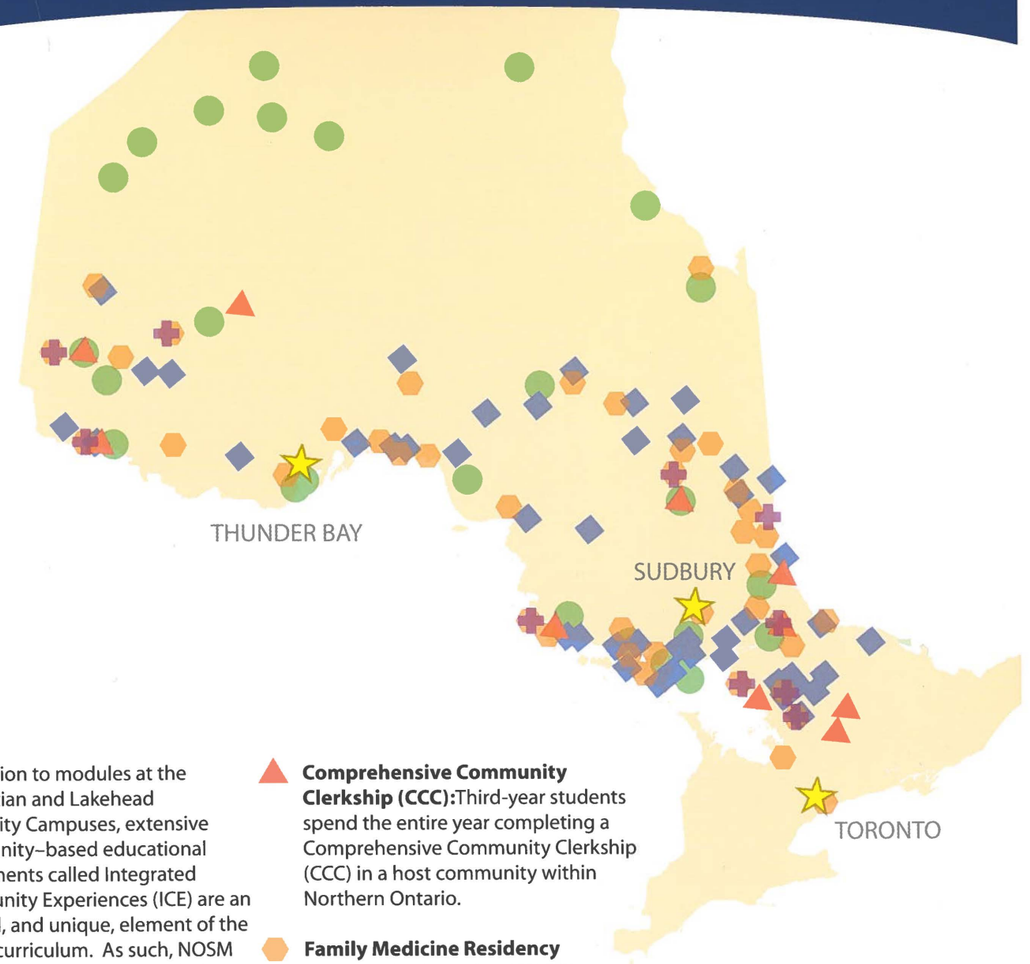
The Northern Ontario School of Medicine (NOSM) is committed to corporate, social and academic accountability, and this is reflected in the School's organizational structure.

The Senates of the two universities provide academic authority to NOSM. A Joint Senate Committee for the School has been established to receive academic proposals from the NOSM Academic Council. The School's Academic Council provides the framework to ensure the involvement of the school's faculty members in all aspects of academic governance. The Board of Directors is responsible for the corporate governance, fiscal management, and appointment and evaluation of the Dean and Chief Executive Officer.

The Dean is the CEO of the School's not-for-profit corporation, and as such has two distinct roles and reporting responsibilities. The Dean, as an Academic Dean, is accountable for NOSM academic activities through the NOSM Academic Council and the Joint Senate Committee for NOSM to the two University Senates. The Dean, as CEO of the NOSM Corporation, is accountable to the Board of Directors for the organization and management of the School.



NORTHERN ONTARIO SCHOOL OF MEDICINE SPANNING THOUSANDS OF KILOMETRES



In addition to modules at the Laurentian and Lakehead University Campuses, extensive community–based educational assignments called Integrated Community Experiences (ICE) are an integral, and unique, element of the NOSM curriculum. As such, NOSM "classrooms" are unique and often non-traditional.

- **Aboriginal Community (CBM 106):** At the end of Year One, students spend four weeks in an Aboriginal community within Northern Ontario.
- **Remote/Rural Community (CBM108/110):** Second year students complete two-four week placements in small rural or remote Northern communities at the beginning and end of term.
- **Comprehensive Community Clerkship (CCC):** Third-year students spend the entire year completing a Comprehensive Community Clerkship (CCC) in a host community within Northern Ontario.
- **Family Medicine Residency Community Rotation (FMRC):** NOSM's Family Medicine Residents of the Canadian Shield program (RoCS) accommodates 30 residents per year in its two-year program. Family Medicine Residents undertake clinical learning placements in Northern Ontario communities.
- **Local NOSM Group (LNG):** Groups with local members established to ensure local representation within the School.



Northern Ontario
School of Medicine