



# 2022 Progress Report





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# Executive Summary

**O**n behalf of your Faculty of Medicine Executive Leadership Team, I am pleased to present the third edition of the annual Progress Report. As we set in motion the fourth year of our 2020–2025 Strategic Plan, we leave behind another exciting year filled with exceptional accomplishments and opportunities, and embark on a new year of shaping our future.

The 2022 Progress Report provides us with the opportunity to reflect on the past year's achievements that are directly linked to the five clearly defined priority areas of our Strategic Plan: Education, Research, Engagement, Francophonie, and Internationalization and Global Health. We'll not only highlight our major accomplishments for 2022 in these priority areas, but also include several milestones achieved in the areas of Social Accountability, External Relations, Engagement and Advancement, and Operations.

Now almost three years into the pandemic, we realize more challenges may lie ahead, as well as new perspectives that may change the way we learn, work and deliver health care to our community. Given these changes and the progress made with our Strategic Plan in its first two and a half years, it has thus become important to carefully re-examine our Strategic Blueprint, produced to accompany the Strategic Plan to facilitate the comprehensive and sequential implementation of multiple new initiatives on several fronts while allowing us to also maintain our ongoing activities. Monitoring our progress with the Strategic Plan and Blueprint is an essential exercise on our road to success and greater achievements. Needless to say, there is so much that we can all take great pride in as a leading, world-class Faculty of Medicine, such as

our extraordinary resilience, dedication, teamwork, leadership and commitment to excellence as we continue building a path to realizing the Faculty of Medicine's vision of *Leading Innovation for a Healthier World*.

The Faculty is indeed in a different place after three demanding years of the pandemic. Yet we continue to build, and take new and innovative approaches to our work and learning environments. We are extremely pleased to see the return of our students, staff and faculty to campus, and to be able to celebrate our outstanding accomplishments together once again. Also back in 2022 were some of our regular in-person events, such as the White Coat Ceremony, Research Day, Discovery Day and other important events and networking opportunities. The Faculty was also the proud host of the 2022 Canadian Medical Hall of Fame Induction Ceremony, which honours and celebrates Canadian heroes whose work advances health in Canada and the world and fosters future generations of health care professionals through the delivery of local and national youth education programs and awards.



Finally, in October, the Faculty of Medicine celebrated the first in-person Awards and Recognition Gala since 2019 at the Shaw Centre in Ottawa, where faculty, alumni, staff, donors and learners all gathered to reconnect and celebrate the outstanding achievements of the Faculty community. That evening, I took the opportunity to announce an exciting new initiative spearheaded by uOttawa's five affiliated academic health science centres together with the Faculty of Medicine and the Faculty of Health Sciences—the [Ottawa Academic Health Network](#) (view the short promotional video). This is a tremendous opportunity to set the stage for the transformation of health education, health research, and health innovation by bringing together experts and streamlining efforts across all educational and research portfolios—all in the name of advancing health care in the region.

The Faculty's highly accredited educational programs continue to make remarkable progress, as evidenced through the outstanding success of our learners, staff and professors. On June 10, we were honoured to welcome the Faculty of Medicine's 2020, 2021 and 2022 student cohorts to the stage to celebrate the first in-person joint convocation ceremony for the MD, MD/PhD, Translational and Molecular Medicine, and Graduate Studies programs. As part of the ceremony, Dr. Vera Etches, medical officer of health for Ottawa Public Health, was presented with an honorary doctorate for her role in promoting population health and guiding communities in navigating the COVID-19 pandemic, and for her commitment to addressing inequities in health status.

Our commitment to innovation in education has continued with the development of several new educational programs, including the French-language PharmD program, set to welcome its first cohort of students in September 2023. An exceptional amount of leadership, dedication and hard work has led to the inaugural year of the program, already in great demand having received an impressive number of applications for admission into its first year. The Faculty is also working on an exciting new venture in collaboration with the Telfer School of Management to develop a Centre



for Health and Medical Leadership to generate academic leaders for global innovations in health. The Centre's proposed mission is to prepare leaders at the intersection of management and health care, whose transformative thinking and competencies will improve health care systems and academic medicine. Finally, great progress has been achieved since the creation of the Centre for Innovative Medical Education (cIMED), approved in 2021. Several meetings have taken place between the leadership of the Faculty of Medicine and stakeholders, and strategic goals are emerging. To maintain the momentum of our progress, an interim director has been appointed and moving forward, cIMED will be a top priority for the Faculty.

As a leading faculty of medicine, we can take great pride in our solid track record of national and international rankings. We continue to rank consistently among the top medical schools in Canada for research intensity and impact, and internationally, we are highly ranked in the fields of clinical medicine, pre-clinical medicine and health. In fact, the University of Ottawa received enviable results again in 2022, such as ranking 1st in Canada for Research Publication Growth from 2000–2019 in ReSearch Infosource's 2022 ranking publication, and 1st in Canada for International Collaboration Publication Growth during that time span. Undoubtedly, the Faculty has played

a central role in these achievements given our own growth, combined with our continued investments in our research priorities, including those of the Brain and Mind Research Institute; the Centre for Infection, Immunity and Inflammation; Cardiovascular and Vascular Science; and epidemiology, public health and practice-changing research.

In terms of new initiatives, in October, Faculty Council approved the establishment of the Centre for Indigenous Health Research and Education (CIHRE), whose vision is to establish collaborative approaches across research and education with Indigenous communities and organizations in the region. The CIHRE will empower these communities to study what matters to them, drawing on the rich history, traditions, knowledge and ceremonies of Indigenous peoples. Adding to the Faculty's support of ongoing initiatives and fostering the development of new ones, excitement is growing around the planning and development of the Advanced Medical Research Centre (AMRC). Housing the Ottawa Health Innovation Hub, this new infrastructure will also address the urgent need for additional space at the Faculty while highlighting our commitment to enhancing the spectrum of medical research; activities will span discovery, innovation, incubation, commercialization and ultimately, improved patient health and outcomes.

## Engagement throughout the Faculty remains a top priority, especially with the uncertainty and challenges presented by the ongoing pandemic.

The Office of Faculty Affairs has been instrumental in providing support to learners, faculty and staff and has expanded many of its services. In 2022, Faculty Affairs prioritized the enhancement of several important initiatives that are all key to its engagement strategy by further promoting areas such as equity, diversity and inclusion, faculty wellness, and professionalism.

As you read about the Faculty of Medicine's progress, you'll see that 2022 has been marked with great success on many fronts as well as significant new opportunities. Working collaboratively and collegially with all our stakeholders, supporting each other through both good and challenging times, and providing an inclusive and respectful environment with clear communication and transparency have certainly been key ingredients in our success and achievement in 2022. Finally, on November 8, the Executive Committee of the University of Ottawa Board of Governors approved the renewal of my mandate as dean for another five-year term. I feel truly privileged and humbled to be offered a second mandate as dean of this great Faculty. I am therefore very much looking forward to continuing to work closely with all of you as we fulfill our ambitious vision of *Leading Innovation for a Healthier World*.

**Bernard Jasmin, PhD**  
Dean and Professor





# Our Mission

To expand our global leadership in a dynamic environment through interdisciplinary innovation in education, research, health of populations and patient-partnered care, in both official languages

# Our Values

Compassion, diversity, inclusion, integrity, professionalism, respect, social accountability, sustainability, transparency, wellness

# Achievements

## Education

1. Remarkable progress with the competency-based medical education program in the implementation of Entrustable Professional Activities (EPA) in the renewal of the UGME curriculum.
2. Unconditional and continued accreditation status for the Office of Continuing Professional Development.
3. Council of Ontario Faculties of Medicine (COFM) efforts bring 28 new PGY1 positions to the medical residency program.
4. Inception of new academic programs in the anatomical and pharmaceutical sciences, and continued efforts to develop additional ones including in paramedicine, physician assistant, clinical and translation medicine, and planetary health.

## Research

1. Approved plans for the official establishment of the Centre for Indigenous Health Research and Education (CIHRE) in fall 2022.
2. Building on current strengths with expansion of funding to research teams and pursuit of national awards and funding competitions to continue to excel in research innovation.
3. Creation of an action plan for the University–Hospital Health Research Network Partnership, including 50 initiatives to enhance collaboration, alignment and integration between partners.
4. Campaign launched to build the Advanced Medical Research Centre (AMRC) which will house the Ottawa Health Innovation Hub.

## Engagement

1. Promoting greater equity, diversity and inclusion (EDI) through expansion of the awards and recognition programs, mentorship programs and educational offerings, while also representing EDI at the local, provincial and national levels.
2. Leaders in wellness in creating a new wellness policy for residents and offering a wellness series program to the Faculty community.
3. Encouraging peer-to-peer recognition in the new Kudos program for exemplary professionalism, while promoting and expanding the professionalism educational programs available to the Faculty community.
4. Momentous year in the academic promotions portfolio in the implementation of the recently revised guidelines for the academic promotions of clinical faculty.

## Francophonie

1. PharmD program awarded qualifying accreditation status from CCAPP, and becomes active member of the AFPC.
2. Expansion of French programs in medical education with the creation of a microprogram titled Simulation in Health Education, and the development of courses on bedside teaching, in partnership with physicians.
3. Dissemination of research involving Francophone Affairs members at regional, national and international research conferences as well as publication in peer-reviewed journals.
4. Pursuit of the “Mérieux project” focused on the delivery of a training in Benin on the prevention of communicable diseases.

## Internationalization and Global Health

1. International delegations proving successful to expand partnerships in the Middle East and increased collaborations in France in research and in medicine and the humanities.
2. First-in-Canada agreement between the Faculty, the College of Family Physicians of Canada (CFPC) and the Besroure Centre to reinforce the social accountability and global health mandates, focusing on family medicine.
3. Approval for funding to support the Global Health Program’s development and maintenance of equitable and sustainable global health partnerships with Benin, Tanzania and Nunavut.
4. Expansion of planetary health efforts and increase in educational offerings, including inaugural Faculty of Medicine virtual Symposium on Leading Innovation for a Healthier World, themed “Towards a Healthier and Greener World.”

# Education

**O**ur world-class Faculty is proud to continually advance our offerings and ways of teaching to future leaders in medicine and research, who will be called upon to support and attend to the global health community as well as the ongoing challenges of the pandemic. The Faculty is expanding its many impactful initiatives in education, and due in part to our considerable efforts in developing new academic programs as well as the inception of innovative programs, the Faculty's reputation continues to grow on a national and global scale.



In one of the first large gatherings since 2020, it was with great honour that the Faculty welcomed back families and friends in person to an event of great prominence in the career of medical and research learners. The White Coat Ceremony marks the entry of learners into their respective professions and symbolizes the highest standards of professional behaviour expected in academic and clinical settings, as guided by the University of Ottawa Faculty of Medicine's core values. The Faculty was thrilled to welcome to the stage of the Shaw Centre the Faculty of Medicine's 2020, 2021 and 2022 cohorts to receive their diplomas in the first in-person joint ceremony for the MD, MD/PhD, Translational and Molecular Medicine (TMM) and Graduate Studies programs.

This year, the [MD program](#) has incorporated new initiatives, partnerships and curriculum strategies to further meet the demands of learners and the ever-changing needs of the global population. As part of the progression to a competency-based medical education program, the MD program has implemented Entrustable Professional Activities in the undergraduate medical education (UGME) curriculum, created in collaboration with MD leadership and student leaders. As well, together with the Faculty's social accountability partners, the MD program launched a new partnership program with the Government of Nunavut to help address the

under-representation of Inuit and Nunavummiut physicians in the Nunavut health care workforce, with the goal of funding two MD student positions annually. Finally, under the leadership of the International and Global Health Office (IGHO), the Kuwait Mentoring Program (KMP) increased the number of learners admitted to this unique and innovative program—to date, four Kuwaiti learners have been admitted to the MD program, and more than 40 students who are currently enrolled in the Faculty of Science's BSc program are being mentored to apply for admission to the Faculty of Medicine in the near future.

## **The Faculty and its Indigenous Program support reconciliation in many ways.**

Indigenous health and social issues are an important educational focus from the moment learners enter the medical profession, sensitizing them to the role of social accountability in health





care. With the return of safe, in-person events, the MD program welcomed its new medical students to an introduction to Indigenous health hosted at Mādahòki Farm for a celebration of life, health and fellowship.

The MD program is also undergoing an Institutional Quality Assurance Process (IQAP) as part of the Ontario Universities Council on Quality Assurance. The IQAP enables the University to ensure the best quality and the highest standards in the programs it offers. Faculty, student and operational team input has been gathered to aid in this lengthy process. External reviewers will visit in the spring of 2023.

The [postgraduate medical education](#) (PGME) team as well as the residency and AFC (Area of Focused Competence) training programs are preparing for the upcoming on-site accreditation visits by the Canadian College of Family Physicians (CFPC) and the Royal College of Physicians and Surgeons of Canada (RCPSC) in the spring of 2024. As part of this preparation and ongoing continuous

quality improvement, the team has been regularly conducting internal reviews for all postgraduate programs to help identify potential areas for growth and development, and to uncover any areas in need of attention. The Faculty of Medicine and the PGME Program received an encouraging response from the government regarding the addition of 28 new postgraduate positions, following the submission of the Council of Ontario Faculties of Medicine proposal in 2020. This is welcome news for the Faculty as it can now offer more residency training opportunities to UGME learners, meaning more clinicians trained to serve communities. In partnership with CHEO, Canada's first residency program in Pediatric Palliative Care was founded; this advances the Faculty and PGME's mission of expanding global leadership. Additionally, the number of AFC programs has grown to include Acute Care PoCUS (point-of-care ultrasonography), Canada's first AFT in Prehospital & Transport Medicine, and Sleep Disorder Medicine.

The Office of Graduate and Postdoctoral Studies is leading the development of a multitude of new academic programs such as the Master of Applied Science in Anatomical Sciences Education and the undergraduate Doctor of Pharmacy program (PharmD). The PharmD program, which will admit its first cohort in September 2023, drew high demand when it opened its admissions campaign. Several programs are being revitalized and developed, including a Master and PhD in Clinical and Translation Medicine (CTM), Bachelor of Science and Honours Bachelor of Science in Paramedicine, expansion of the Translational and Molecular Medicine Program from a 2-year program to a 3-year program, Master in Physician Assistant Studies, and a graduate program in Planetary Health. These programs are essential to achieving the objectives of the Faculty's Strategic Plan by 2025. Progress has already been made, and new collaborations created, to bring these plans to fruition in the coming years to address not only the needs of learners, but those of the community.

The Faculty is proud to announce that the Office of Continuing Professional Development (OCPD) received an outstanding accreditation status, meeting all Committee on Accreditation of Continuing Medical Education (CACME) standards until 2028; the OCPD is already slated for an internal quality review in 2025. While meeting this momentous achievement, the OCPD has been essential in supporting and expanding online services throughout the pandemic, available to all faculty, learners, support staff and health care professionals. With the return to in-person events, the OCPD jumped back into action to provide stellar event support for Faculty events. With the main mandate of supporting and providing medical education for health care professionals, in 2022

the OCPD team assisted 32 different programs across numerous specialties, from webinars to a multi-day medical conference, including a collaboration with Ontario MD and the Department of Family Medicine in providing a group learning training on practice improvement for all Ontario physicians. On top of its medical education programs, OCPD provides up to 37 faculty development sessions, 57 sessions devoted to UGME teachers and a five-day leadership training course, as well as the addition of an internationally recognized certificate sessions on Crucial Accountability and Influencer skills training. Finally, the OCPD continues to present awards to top faculty members for their outstanding contributions to professional development, as well as in recognition of advances in faculty teaching skills with three tiers of Teaching Skills Attainment Awards.

**On top of these departmental achievements, the Faculty has established an education advisory group between the five affiliated hospitals to further align education policies and procedures.**

In addition, the Faculty completed external reviews of its undergraduate medical education program, continuing professional development and of the University of Ottawa Skills and Simulation Centre in anticipation for the postings for the associated leadership roles. The Faculty has since appointed new leadership in undergraduate medical education and for the uOttawa Skills and Simulation Centre. The process will be underway shortly for the continuing professional development leadership role.



# Research

**R**esearch at the Faculty of Medicine is a pillar of strength for the University of Ottawa. This year, the University placed 2nd in the *Maclean's 2022* rankings of Canada's best Medical Doctoral universities in medical/science grants, with the Faculty of Medicine attracting more than \$65 million in support through the Canadian Institutes for Health Research (CIHR) and Natural Sciences and Engineering Research Council (NSERC).

The Faculty also ranked 1st in Canada for research publication growth, 1st in Canada for international collaboration publication growth, and 2nd in Canada for cross-sector collaboration from 2000–2019 ([ReSearch Infosource](#)). Among our global peers, the Faculty ranked an impressive 111th worldwide in the QS 'Medicine' subcategory, leaping at least 40 spots from the previous year, and 94th in the Times Higher Education subject ranking for Clinical and Health, up from 97th the previous year.

On September 23, the Research Office proudly hosted its first in-person annual Research Day since 2019. This year, the event included upwards of 150 posters and 22 oral presentations, providing an excellent opportunity for learners to showcase their outstanding research projects, focus on their presentation skills, network with colleagues, and publish their scientific abstracts in the University of Ottawa Journal of Medicine (UJOM). The Faculty also hosted the prestigious 2022 Gairdner Lecture Series, featuring Dr. Deborah J. Cook (2022 Gairdner Wightman Award) and Dr. Drew Weissman (2022 Gairdner International Award).

The Research Office continues its ongoing commitment to enhancing its world class collaborative research environment through local, national and international partnerships.



For example, the University of Ottawa and the Shanghai Institute of Materia Medica (SIMM) continue to advance with a five-year extension of the Joint Research Centre on Systems and Personalized Pharmacology. This collaboration will continue the pursuit of research in systems biology, traditional Chinese medicine (TCM) and personalized pharmacology. Expanding on the uOttawa Centre for Neuromuscular Research–Lyon1 Université Claude Bernard joint partnership agreement, the Faculty submitted a renewal of the Laboratoire internationale associée “Joint Institute for Neuromuscular Research” and is looking to expand this partnership to include clinical research as well as medicine and the humanities.

Nationally, CIHR renewed its \$9-million commitment to the uOttawa-led COVID Variants of Concern Network (Dr. Marc-André Langlois), which unites more than 90 research teams from across Canada. Similarly, Brain Canada and Heart & Stroke joined forces to support the \$2.9-million Brain–Heart Research Integrative Innovation Team Endeavour (BHRIITE) team led by the University of Ottawa Heart Institute (Dr. Peter Liu), uniting multidisciplinary researchers from the uOttawa

Brain and Mind Research Institute, McGill University, Sunnybrook Hospital and the University of Alberta.

Locally, the Faculty and partners continued to build on last year's inaugural partnership agreement between The Ottawa Hospital (TOH), the Ottawa Hospital Research Institute (OHRI) and uOttawa, developing an action plan and identifying 50 initiatives to enhance collaboration, alignment and integration through the "University Hospital Health Research Network." Initiatives include alignment and partnership development in research infrastructure, strategic planning, human resources, research ethics, and administration of grants and contracts.

The Research Office continues to support its new and emerging priorities. Key highlights include the formal approval of the Centre for Indigenous Health Research and Education, and events such as the *Reconciling History Initiative* with Cindy Blackstock, Peter Henderson Bryce's *A Man of*



*Conscience* exhibit and a traditional medicine webinar series. The Research Office also planned and supported a mini-retreat in the spring of 2022 for Medical Artificial Intelligence and successfully launched the "3P: Pathway to Patenting and Pre-commercialization" program, awarding seven research teams thus far and leveraging synergistic partnerships with affiliated hospital research institutes, Mitacs and industry partners such as adMare BioInnovations and Theodorus to support innovation and commercialization at the Faculty.

Overall, the Faculty celebrates and congratulates the continued success of its research teams in 2022 and looks forward to a number of exciting new initiatives in 2023. For example, the University submitted a \$110-million "Brain-Heart InterConnectome" proposal to the Canada First Research Excellence Fund competition; three Canada Foundation for Innovation projects totalling more than \$45 million; and the "Canadian Pandemic Preparedness Hub" to the Canadian Biosciences Research Fund, and expects to hear results that could have important impacts on our research community by June 2023.



## an exciting campaign was launched in the fall of 2022 to build the Advanced Medical Research Centre (AMRC),

which will address the urgent need for research and innovation infrastructure, training programs and knowledge mobilization pipelines through the Ottawa Health Innovation Hub, all in a state-of-the-art, modern research facility.



The Centre for Indigenous Health Research and Education (CIHRE) is a new initiative at the Faculty of Medicine that will build and expand on the work of our existing undergraduate Indigenous Program. The CIHRE will establish collaborative approaches across research and education with Indigenous communities and organizations in the region, while respecting Indigenous self-determination and the values of reconciliation. The CIHRE will guide our Faculty in implementing important policy recommendations related to Indigenous health and medical education, including but not limited to: the Truth and Reconciliation Commission's Calls to Action on Health, the AFMC Joint Commitment to Action on Indigenous Health, our Faculty of Medicine's Strategic Plan "*Leading Innovation for a Healthier World*," the University of Ottawa's Indigenous Action Plan, and others, in ways that are culturally safe, trauma informed, healing centred and anti-racist.

The CIHRE was officially approved by Faculty Council in June. During the Centre's planning phase in 2021, discussions took place with local Indigenous leaders working in health and well-being as well as members of our Faculty and affiliated hospitals and research institutes, about the desired benefits and priority actions of the Centre, as well as the opportunities, risks and assumptions of the initiative. This feedback, along with an environmental scan of similar initiatives at other faculties of medicine, was summarized into an organizational development document highlighting five priority areas for the Centre: 1) Governance and Engagement; 2) Research; 3) Medical Education; 4) Indigenous Recruitment, Retention and Capacity Development; and 5) Clinical Practice. The vision and mission statements for the CIHRE, as well as its governance structure, will be organized in collaboration with community, according to a framework of Ethical Space and Two-Eyed Seeing.



# Engagement

The Office of Faculty Affairs has been a vital support to faculty, learners and staff with their unwavering and expanding services. The Faculty's growth in the areas of equity, diversity, inclusion, faculty wellness and professionalism has been exponential in the last year with involvement at all levels of government through committees and working groups.



In conjunction with Pulse 360, the Office of Equity, Diversity, and Inclusion (EDI) created an EDI engagement survey for the Faculty of Medicine community of students, trainees, faculty and staff. The collection and analysis of the EDI information gathered has assisted the office in identifying gaps and strengths within the Faculty and supported its goal of creating and sustaining a culture of equity, diversity, inclusion and belonging for all our members.

This year, the Office of EDI participated in the Association of American Medical Colleges (AAMC) Diversity, Inclusion, Culture, and Equity (DICE) Inventory. The collected information was entered into a tool designed to assess the Faculty's progress in building a climate and culture that sustains EDI. The Faculty is pleased to report that it scored 84.7%, higher than the average of other medical schools (81.6%).

The Office of EDI is involved at all levels of the Faculty in distributing resources and educational content through departmental channels on the topics of unconscious bias, anti-racism, discrimination, harassment and intimidation training, to name a few. It has implemented new streams of mentorship programs to now include

sexual and gender minorities, female faculty, the Black Medical Students' Association (BMSA) and postdoctoral fellows.

The Faculty Wellness Program (FWP) serves graduate students, TMM students, postdoctoral fellows, residents, clinical fellows and faculty members. The FWP offers support in a variety of areas such as confidential individual counselling/psychotherapy, individual wellness support for faculty, referrals to health care providers, accommodation support (residents) and educational sessions/programs. The FWP organizes access to physical activities (Zumba, bootcamp, walking group) and monthly seminars for the Faculty community at large.

Over the past two years, the FWP has supported many new initiatives, including the creation of the resident wellness advisory committee; a peer-to-peer program at The Ottawa Hospital, CHEO, and the PGME office; and a wellness policy for postgraduate medical education (PGME) trainees. The policy reflects the Faculty of Medicine's commitment to creating and promoting a safe and healthy learning environment.



This past year, the Office of Professionalism launched the *Kudos program*, wherein colleagues submit accolades to acknowledge the exemplary professionalism of members of the Faculty community (clinicians, researchers, learners, trainees and staff). The initiative serves as a way to commend those who demonstrate and engage with the professional attitudes and behaviours that are in line with the Faculty's core values. The Office of Professionalism also developed and launched a new module on Maintaining Professional Boundaries in the Learning Environment for new faculty and program directors; an adapted version of the modules was made available for residents and clinical fellows. The Office of Professionalism continues to offer professionalism workshops geared toward faculty, students and trainees, and resource documents have been created to educate members of the Faculty community on the professionalism policy, the reporting tool, and the process. Office director Dr. Anna Byszewski is overseeing a pilot project to collect data from PGME trainees' learning environment, to be used

throughout the postgraduate learning sites to track performance. Finally, the Faculty's EDI, wellness and professionalism programs continue to partner to support summer studentship research programs in related research.

The Office of Faculty Affairs had a momentous year with a record number of requests for academic promotion of clinical faculty to the ranks of associate and full professor. The 2021–2022 promotion cycle saw a total of 98 promotions: 71 applications via the Clinical Teaching Personnel Committee (CTPC) and 27 applications via the Faculty Teaching Personnel Committee (FTPC). The CTPC membership was increased from 12 to 14 due to the high volume of academic promotion files. The Faculty Appointment Advisory Committee reviewed a total of 210 requests for academic appointment and/or reclassification to the rank of assistant professor. Faculty Affairs continues to support faculty promotions and their process by offering workshops on how to apply, as well as by supporting departments in the academic review process for department chairs and division heads.

# Francophonie

The Faculty of Medicine's Francophone Affairs plays a leading role in the priority area focused on la Francophonie. By expanding the Faculty's training offerings in French as well as other functions, the office works to uphold the image of la Francophonie and highlight all of the Faculty's French initiatives. This year, Francophone Affairs took on the initiative to translate the web content for all clinical departments that were offering English-only content, thereby ensuring that information is accessible in both official languages.

In 2022, the Faculty pursued its collaboration with Benin on the Mérioux project, offering Beninese doctors and health care professionals a continuing education program in primary health care focused on the prevention of communicable diseases. A remote training session took place in the spring and another in person in Benin in November.

Francophone Affairs, the School of Pharmaceutical Sciences and the Office of Graduate Studies were all part of a milestone for the Faculty with the official launch of the undergraduate Doctor of Pharmacy program, which will be offered entirely in French. The application process is underway for the first cohort, who will be welcomed in September 2023. An extensive marketing campaign for this program was also launched across the country. The program received official recognition by becoming a full member of the Association of Faculties of Pharmacy of Canada; it was also awarded accreditation status by the Canadian Council for Accreditation of Pharmacy Programs (CCAPP). Over the last year, the administrative team and the number of faculty members have grown, and agreements are currently being drafted with several hospitals in the area for lending pharmacists to act as clinical professors for the program.

Initiatives surrounding the development of new graduate programs in health education have continued thanks to the development of a mini-program on simulation in health education. A team is also currently developing a course on bedside teaching. These courses will be offered starting in 2023.

In addition to work surrounding the development and implementation of new educational programs, Francophone Affairs is responsible for a continuing medical education and a continuing development training program offered in French. This program is offered across the country through conferences, webinars, retreats and research talks. For example, the team organized Journées Montfort, a two-day conference for doctors and health professionals attended by 215 participants last April. Throughout the year, more than 1,350 people took part in learning opportunities such as 10 *Matinées du Savoir* conferences, nine webinars, one Research 101 training, six research talks, the Winterlude conference, the *Mise à jour pour l'hospitaliste* conference, and finally, the Preceptorship 201 training.





To promote the University's francophone mission and encourage a bilingual environment, Francophone Affairs continues to provide French-as-a-second-language courses for our learners, support staff and faculty members. More than 130 people were trained in 2022.

On the research front, Francophone Affairs received approximately \$260,000 in new funding throughout the year. In addition to supervising a dozen students and supporting them financially in their research projects in French, the office also offered five research scholarships valued at \$5,000 each to first- and second-year medical students. Dissemination of French research by Francophone Affairs continued at the regional, national and international levels. As a result, several articles have been published in peer-reviewed scientific journals and several presentations have taken place at the *Journées Montfort*, the Faculty of Medicine Research Day, the Canadian Conference on Medical Education, and the *Société internationale francophone d'éducation médicale* conference.

Finally, work related to the COVID vaccination project funded by Canada's Public Health Agency continued, with the implementation of a complete multimodal online training program.



# Internationalization and Global Health

The International and Global Health Office (IGHO) has worked to strengthen its mandate of promoting international cooperation and exchanges in health education and research through the creation and maintenance of international partnerships.

With the return to travelling overseas, IGHO was able to visit existing partners and expand on new opportunities. IGHO has had many successful visits with the local Embassies of the Kingdom of Saudi Arabia and the United Arab Emirates; these visits proved successful when a delegation of Faculty leadership members was welcomed in the Middle East in May, yielding exciting opportunities. As part of this visit, a preferred partnership agreement with Khalifah University was signed in October and a foundation year was approved by the Kuwait Embassy for the existing Kuwait mentoring program, including a dedicated student development and retention specialist.

This year saw an expansion of the Faculty's current partnerships. In France, the Centre Gustave Roussy expanded its research collaborations in oncology by offering fellowships to professors from the Faculty of Medicine and enabling their own junior researchers come to uOttawa. As well, the Faculty's partnership with the Kuwait Institute of Medical Specialization (KIMS) is undergoing an expansion in the area of leadership training as well as an increase in postgraduate learner enrolments. With these new developments, as well as increased international trainee opportunities, IGHO is facilitating the strategic priority of internationalization and global health by ensuring impactful and diverse partnerships.

In September, the Besroure Centre for Global Family Medicine, the College of Family Physicians of Canada and the Faculty of Medicine signed a first-in-Canada collaboration agreement, reinforcing the Faculty's commitment to social accountability, this

time in the field of family medicine. The new partnership will provide access to a wide network of international collaborators, as well as opportunities to share expertise and resources on a global scale in education and research in family medicine.

Expanding the social accountability mandate, the Faculty and Université de Lyon Est have committed to collaborating on a unique "Health Humanities Charter" to promote teaching and research in health humanities. The Faculty is looking forward to continuing a strong partnership with France and this outstanding university.

Through IGHO's mandate of improving global health locally and abroad, the Faculty appointed an assistant dean of global health, Dr. Manisha Kulkarni, to strengthen this strategic priority. The Faculty's Executive Leadership Team (ELT) has approved an IGHO financial proposal to support the Global Health Program's development and the maintenance of equitable and sustainable global health partnerships. The funding will be available starting in the spring of 2023 and will



provide opportunities for outgoing and incoming faculty and student mobility for collaborative education, research and capacity-building with Université d'Abomey-Calavi and Institut régionale de santé publique (IRSP) in Benin and the Kilimanjaro Christian Medical University College (KCMUCo) in Tanzania. A delegation of faculty members was very well received at the KCMUCo in October to plan activities as part of the newly signed preferred partnership with the college.

At the official launch of the Global Health Learning Network in September, the assistant dean of global health announced an expansion of the global health concentration and an increase in enrollment from all academic programs, including undergraduate, postgraduate and graduate studies. The global health concentration includes many international learner community activities, all focused on self-directed and experiential learning. For example, IGHO offered the state-of-the-art simulation experience SimEx to Faculty of Medicine learners; in this innovative immersive training, hosted in person at the Lees Campus, participants developed humanitarian competencies while immersed in a refugee crisis simulation. Learners gained critical thinking and collaboration skills while considering social ethical issues when responding to health and social circumstances.

## **IGHO hosted its inaugural Faculty of Medicine Symposium on Leading Innovation for a Healthier World in April, themed “Towards a Healthier and Greener World.”**

This virtual event included workshops and presentations from renowned experts and was designed to foster engagement from all uOttawa learners, faculty and personnel, as well as its partner institutions, in becoming involved in the Faculty of Medicine’s international, global health and social accountability mandates.



In 2021, the Faculty of Medicine launched a Planetary Health initiative, appointing Dr. Husein Moloo as its director. A first in North America for a medical school, the initiative was received with great enthusiasm from internal and external stakeholders with some media coverage. Since that time, numerous ongoing projects have emerged from a research, educational and advocacy perspective at the regional, provincial, national and international levels. Much focus has been placed on implementing planetary health into the strategic areas of the Faculty, which is now participating in the Planetary Health Report Card, a student-led initiative to identify areas of improvement and opportunities for health-related educational institutions.

To continue the expansion of this new strategic priority, the Faculty is in the initial stages of development of a new planetary health program as well as the creation of a working group to implement planetary health into the new MD curriculum. Through affiliated hospital partnerships, all departments at the Faculty of Medicine and regional hospitals have created a Planetary Health Council to ideally create widespread change. On the research front, a scoping review proposal was submitted to CIHR in the fall and is underway at the Faculty on the topic of Environmental Sustainability in Healthcare, driven by Dr. Salmaan Kanji and his research team at the OHRI. Finally, the Faculty of Medicine created an internal grant program for Green Ideas in Research, and is leading or participating actively in several new planetary health initiatives provincially, nationally and internationally.

# External Relations, Engagement and Advancement

**T**he Office of External Relations, Engagement and Advancement has implemented new and innovative ways of communicating effectively with the uOttawa community, of increasing engagement among support staff and faculty members, and of boosting philanthropy and fundraising for the Faculty.

As part of the Faculty of Medicine's External Relations unit, the small but mighty Community Engagement and Strategic Partnerships (CESP) team has demonstrated growth and progress on several fronts this year. Not only has the CESP team reported an 18.5% increase in the number of donors since 2021, but donation revenue has increased by approximately 45%. The CESP team has been supporting many departments in their fundraising efforts for projects such as the Faculty's initiatives in artificial intelligence (AI), the new School of Pharmaceutical Sciences, and Indigenous health research programs, as well as the Faculty's larger initiatives, such as the Advanced Medical Research Centre, which will house the Ottawa Health Innovation Hub.

As the pandemic persisted, the CESP team worked on the second rendition of the virtual Tea Time with the Docs event, hosted by the University of Ottawa Brain and Mind Research Institute (uOBMRI), which focused on the effects of mobility on the brain. The team is looking forward to next spring's Tea Time event; steps are already underway to incorporate the return of lab tours to engage donors in viewing the powerful and meaningful impact donations have had on the research conducted by the Institute. In working with the uOBMRI team, the CESP team has contributed in additional areas, in particular participating in the Parkinson's Research

Consortium Committee, and the MS Research Group who hosted the EndMS Summer School and executed the MS in Motion ski fundraiser. A second offering of the MS in Motion ski fundraising event is in the works for this winter.

This year, the Faculty proudly hosted its first in-person Homecoming and Awards and Recognition Gala since the pandemic began, and included classes that missed the celebrations for 2020 and 2021. A special recognition program was launched for the significant milestones of 40, 50 and 60 years since graduation with alumni receiving an exclusive pin featuring the Faculty seal.

Faculty achievements from the past year and exciting new Faculty developments were celebrated at the Gala. The Faculty Member Awards of Excellence, the Alumni Awards of Distinction and the Research Day Awards were also bestowed, and Senior Leadership Team members whose terms recently ended were recognized. It also served as the perfect time to launch the Faculty's inaugural Non-Fungible Token (NFT), paving the way for further exploration into the world of crypto-philanthropy. Twenty-five NFTs were given to lucky attendees.





2022 saw staff enjoy the second Support Staff Appreciation Week, with activities and treats each day. A luncheon is planned for early 2023, where staff celebrating years of service anniversaries will be recognized and the Support Staff Awards of Excellence presented. This year, these awards were broadened in scope beyond the Faculty's support staff to include clinical department staff, whose work supports the Faculty's strategic priorities and goals.

For a second year, years-of-service celebrants, award winners and departed leaders celebrated were further recognized via the planting of trees in their names. This green initiative has been expanded to all Faculty of Medicine awards, including but not limited to Awards in Education recipients.

To further increase the recognition of deserving faculty members, the Faculty's Awards and Prizes web page now lists many external awards in a wide range of fields related to the varied work of our members. As a resource designed to help

members identify awards for which they and others might be competitive candidates, it has promise in terms of helping the Faculty and its members gain recognition at the local, national and international levels. The Faculty's Awards and Prizes Office is happy to support faculty in the preparation of nomination packages.

With concerted efforts to boost the Faculty's reputation through available social media channels and the deployment of dedicated advertising, online reach has grown considerably. Early returns comparing Q1-Q3 from 2021 and 2022 show Twitter impressions and profile visits have grown almost 120%, while page reach on Facebook and Instagram has increased over 1.5K% and 2.3K% respectively. The Faculty website is also undergoing a significant upgrade, with continued migration to a more modern design. Internally, the MedFlash newsletter has proved to be a useful tool for keeping the Faculty community informed while reducing the overall number of emails being circulated.

# Social Accountability

The Office of Social Accountability is excited about several initiatives that took flight in 2022. On November 7, in collaboration with the uOttawa Community Engagement Team and the City of Ottawa, the Office launched a formal, transformative community–campus partnership: CityStudio Ottawa.

[CityStudio Ottawa](#) is an established, global model of community–campus engagement that will facilitate the implementation of a more inclusive, more sustainable, and healthier city. CityStudio Ottawa projects are aligned with the City of Ottawa’s Community Safety and Well-Being Plan priorities. The Faculty is excited to be part of such impactful work and expand our local partnerships, especially through Dr. Claire Kendall’s role as a member of the Advisory Committee for Ottawa’s Community Safety and Well-Being Plan, which sets out how the City works with community partners to improve the safety, health and well-being of Ottawa residents. Aligning with the University’s 2030 strategic goals as well as the Faculty’s Strategic Plan, CityStudio Ottawa incorporates civic engagement through experiential learning for students and involves faculty members across a number of uOttawa faculties. The CityStudio Ottawa initiative is also linked with a \$1-million research collaboration to measure the population health impact of the CityStudio model in two different cities (Ottawa and Thunder Bay). This project will help in understanding how partnering with communities can actually impact the health of residents in the region.

In collaboration with the Indigenous Program, the Admissions Office, the Government of Nunavut and Nunavut Tunngavik Inc., the Office of Social Accountability created a new program aiming

to address the under-representation of Inuit physicians in Nunavut. The Faculty will set aside a minimum of two seats in the Faculty’s MD program for Nunavut Inuit and Nunavummiut students. The dedicated spots highlight the commitment of the Faculty of Medicine to respond to the Truth and Reconciliation Commission’s Calls to Action by addressing longstanding gaps in the Inuit physician workforce and ultimately enhancing access to culturally safe care in Nunavut Territory. The Faculty is supporting potential applicants through partnerships with Nunavut Arctic College.

The Office of Social Accountability continues to support learners at all levels through the TOGETHER Grants and Awards Program, an initiative designed to enhance community and stakeholder engagement in research. In the 2021–2022 academic year, the office had 16 award recipients: three graduate and postdoctoral awards, five postgraduate awards and eight undergraduate summer studentships. The undergraduate summer studentships were run through the Research Office, and of the eight recipients, four were Faculty-initiated, and the remaining four were stakeholder-initiated.





The team remained active in curriculum development and design through the UGME curriculum renewal process and have participated in the implementation of the recommendations brought forward through the Social Accountability Working Group for enhancing the curriculum in the MD program in areas related to social accountability. The Office continues to oversee the student-led NORTH Clinic, currently housed at the Vanier Social Pediatric Clinic. They were also active participants in the Canadian Community Engagement Classification—Canadian Pilot Cohort which will expand the University’s commitment to

and engagement with communities. Finally, the team has published four articles this year related to social accountability in medical education.

The Office of Social Accountability wishes to recognize the immense contributions of their inaugural program manager, Lois Crowe, to this year’s successes. Lois died suddenly in April, and her vision for community engagement and her commitment to her colleagues and the Faculty are deeply missed.

# Operations

The Faculty of Medicine continues to adapt to evolving COVID-19 reintegration guidance, implementing changes effectively and in alignment with our hospital affiliates. As such, continuous progress in health and safety is being made across the campus.

The Alta Vista Functional Occupational Health and Safety Committee is meeting regularly, maintaining regular monthly inspections, and continually providing input regarding the University's COVID-19 Management Plan. The joint TOH-CHEO vaccination clinic held earlier in the year at Roger Guindon Hall (RGN) for staff, faculty, researchers and learners continues to provide a great collaboration opportunity with our hospital partners and uOttawa faculties and services.

The Faculty successfully created more space with regards to equity, diversity and inclusion (EDI), including a nursing room and a multi-faith space within our Alta Vista campus. The multi-faith space is an inclusive and welcoming space for all learners, faculty and staff of the Faculty of Medicine intended for prayer, contemplation, meditation, reflection and other spiritual and faith-based practices.

This year, professional development for administrative management focused on innovation and continuous improvement as our Faculty collaborated with Info-Tech, which specializes in IT research and advisory services, for a two-part information session for all of our managers, supervisors and leadership. Topics included the higher-education IT landscape and exploring future trends in IT that are driving changes in teaching, learning, research, administration and community

engagement in institutions around the world. Six Sigma Yellow belt training and the application of Six Sigma and Lean methodologies remain in use.

A significant investment in modernizing our technology platforms is driving multiple technology initiatives including required retrofits of Faculty systems with Workday, the University's new finance and human resources system.

Although the current financial situation presents significant challenges, the Faculty continues its efforts to identify new sources of revenue in order to ensure its long-term financial health.

The Faculty continues to celebrate the outstanding achievements of its dedicated community in various areas reflecting the Faculty's five strategic priorities through a variety of awards and events including, but not limited to, the Faculty of Medicine Support Staff Awards of Excellence, Faculty Member Awards of Excellence, Support Staff Summer Luncheon, Support Staff Appreciation Week, Support Staff Holiday Luncheon, and the Faculty of Medicine Awards and Recognition Gala.





# Faculty of Medicine Highlights

## Faculty and Staff

3,665 clinical and basic science professors

- 113 uOttawa professors (APUO members)
- 78 scientists
- 2,785 clinicians
- 689 adjunct professors

~240 administrative staff

- Permanent and contract (faculty programs and operational services)

~200 technical staff in labs

- (Funded externally incl. grants)

## Funding

- 2021–2022 : \$41.3M
- ~\$170 million in research revenues in 2022

## Institutional Partners

5 academic health sciences centres

- Bruyère Continuing Care
- CHEO
- Hôpital Montfort
- The Ottawa Hospital
- The Royal, Mental Health—Care & Research

6 hospital-based research institutes

- CHEO Research Institute
- Élisabeth-Bruyère Research Institute
- Institut du Savoir Montfort
- Ottawa Hospital Research Institute
- The Royal's Institute of Mental Health Research
- University of Ottawa Heart Institute

23 affiliated institutions

- Almonte Hospital
- Arnprior Regional Health Hospital
- Brockville Mental Health Centre
- Carleton Place & District Memorial Hospital
- Cornwall Community Hospital
- Deep River and District Hospital
- Glengarry Memorial Hospital
- Hawkesbury Hospital
- Kemptville District Hospital Health Centre
- North Bay Regional Health Centre
- Northumberland Hills Hospital
- Orillia Soldiers Memorial Hospital
- Pembroke Regional Hospital
- Perth and Smiths Falls District Hospital
- Peterborough Public Health
- Queensway-Carleton Hospital
- Quinte Health Care
- Renfrew Victoria Hospital
- St. Francis Memorial Hospital
- Waypoint Centre for Mental Health
- Weeneebayko General Hospital
- Winchester District Memorial Hospital
- Ottawa Public Health



## Educational Programs

### Undergraduate Medical Education (~673 learners)

- First and largest bilingual medical education program
- Indigenous Program
- LSES pipeline—Social Accountability initiative
- MD/PhD program
- Black Student Application Program (BSAP)
- Government of Nunavut applicants
- Military Medical Training Program
- Consortium National de Formation en Santé (CNFS)

### Translational and Molecular Medicine (158 learners)

- BSc (Honours) in Translational and Molecular Medicine

### Postgraduate Medical Education (1200 trainees)

- 900 residents
- 300 fellows
- 80 specialties/subspecialties
- 8 AFC programs
- 196 international trainees

### Graduate and Postdoctoral Studies (699 learners and fellows)

- Biochemistry
- Bioinformatics
- Cellular and Molecular Medicine
- Epidemiology
- Human and Molecular Genetics
- Microbiology and Immunology
- Neuroscience
- Population Health Risk Assessment and Management
- Public Health
- Enseignement en santé, diplôme
- Enseignement en santé, microprogramme

## Research Chairs and Rankings

### Research Chairs (129)

- 12 Canada Research Chairs (Tier 1)
- 15 Canada Research Chairs (Tier 2)
- 9 University Research Chairs (includes Distinguished)
- 37 Endowed/Sponsored Chairs
- 6 Distinguished Clinical Research Chairs
- 19 Clinical Research Chairs (Tier 1)
- 19 Clinical Research Chairs (Tier 2)
- 12 Junior Clinical Research Chairs

### Rankings

#1 in Canada for total university research publication growth from 2000–2019 (ReSearch Infosource 2021)

#1 in Canada for total university international collaboration publication growth from 2000–2019 (ReSearch Infosource 2021)

#2 in Canada for research intensity (Maclean's medical/science grants category 2022)

#5 in Canada for scientific impact (CWTS Leiden 2022)

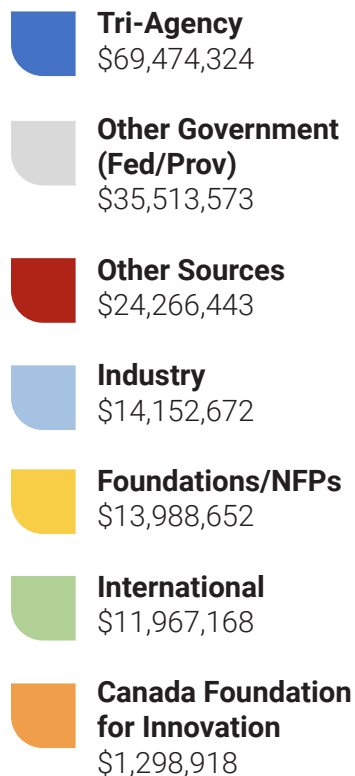
#6 in Canada for Medical Doctoral universities overall (Maclean's 2022)

#39 worldwide for public health (Academic Rankings of World Universities 2022)

Top 8% among more than 1,800 universities internationally (Times Higher Education 2023)

#76-100 worldwide for clinical medicine (Academic Rankings of World Universities 2022)

# Research Funding 2021–2022



**\$170,661,750**

