



2023 Progress Report



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pandemic, we have demonstrated remarkable accomplishments. We would like to thank and acknowledge the ongoing and exemplary leadership, courage, resilience and dedication exhibited by our clinicians, educators, researchers, staff and trainees. These qualities are unparalleled, and your contributions have enabled yet another successful year.

The exceptional quality of all of our educational programs, distinguished by their high accreditation, is further demonstrated through the outstanding achievements of our learners, faculty and staff who persistently strive to excel within a swiftly evolving academic landscape, with in-person and remote learning using technology-driven teaching tools. Indeed, the consistently strong accreditation of our undergraduate and graduate programs is a true testament to the immense dedication and tireless efforts of our faculty members, trainees and staff and underscores the excellence of our programs.

September 2023 marked a significant milestone for the Faculty of Medicine with the launch of our new and

EXECUTIVE SUMMARY

I am delighted to introduce the fourth edition of the annual Progress Report on behalf of the Faculty of Medicine Executive Leadership Team. As we embark on the fifth and final year of our 2020–2025 Strategic Plan, *“Leading Innovation for a Healthier World,”* we look back on yet another remarkable year, marked by significant achievements. The 2023 Progress Report allows us to retrospectively examine the past year and highlight some incredible achievements intricately tied to our Strategic Plan.

The five-year Strategic Plan lays out five key areas of focus: Education, Research, Engagement, Francophonie, and Internationalization and Global Health. In this latest annual report, we emphasize the substantial progress we’ve achieved in these priority areas over the past year, along with significant milestones in Social Accountability, External Relations, Engagement and Advancement, and Operations. Even though we are still dealing with some of the impacts and challenges posed by the global COVID-19

innovative Doctor of Pharmacy Program. The PharmD program is offered exclusively in French, representing a historic moment for Francophone students seeking to pursue a career as a pharmacist outside of Quebec. Remarkably, in its inaugural year, the program received five times more applications than available spots. Congratulations to the highly dedicated PharmD team and to all those involved in the difficult task of developing this innovative program and setting up the School of Pharmaceutical Sciences.

On September 22, 2023, the Faculty commemorated its third year of celebrating the collaborative White Coat Ceremony, bringing together 183 newly admitted MD candidates, 60 newly admitted PhD candidates, and the Faculty's inaugural cohort of 56 learners from the newly created PharmD program, in a cherished annual tradition within the Faculty of Medicine. This significant event signals the commencement of our students' journey to become professionals in their respective fields and exemplifies the highest standards of professionalism. Congratulations to our trainees! We look forward to celebrating other important milestones together in the future.

As a prominent faculty of medicine, we can take pride in our impressive history of achieving high national and international rankings. We have maintained our steadfast position among the top three medical schools in Canada for our strong research focus, intensity and impact.



Moreover, the Faculty of Medicine remains in the Top 100 worldwide in medicine (#76-100, clinical medicine, Academic Ranking of World Universities 2023, and #100, clinical, pre-clinical & health, Times Higher Education 2024).

Throughout 2023, there have been numerous noteworthy successes on the research front, as detailed further in this report. With our remarkably successful research endeavors and the expansion and modernization of our research infrastructure, the Faculty of Medicine is poised to emerge as a foremost leader in research and innovation both on the national and international stages.

The Office of Faculty Affairs continues to be instrumental in providing support to trainees, faculty and staff. The well-being of our members is a top priority, and the Faculty Wellness Office has taken significant steps to enhance the Faculty Wellness Program. This includes the recruitment of additional health care clinics and the establishment of a Collaborative Wellness Research Hub to foster interdisciplinary collaboration, thereby transforming health care improvement initiatives into research endeavours. The Faculty Affairs office has made significant progress to further streamline academic appointment reviews, renewals and promotions processes. Additionally, the past year



witnessed the successful integration of the Equity, Diversity and Inclusion Strategic Plan led by co-chairs as well as the establishment of an EDI Action Plan Working Group. This group is committed to shaping a strategic framework for continued leadership of the EDI Action Plan.

The Faculty of Medicine's Francophone Affairs takes a prominent position in the strategic priority area of la Francophonie. Through the augmentation of the Faculty's French-language training and various other responsibilities, the office is dedicated to upholding the reputation of la Francophonie and showcasing the Faculty's French initiatives. This year, Francophone Affairs marked numerous notable milestones including but not limited to the renewal of CNFS (Consortium national de formation en santé) funding for 2023–2028; hosting les Journées Montfort, recognized as the largest French medical conference outside of Quebec; and their key contributions toward the successful launch of the Doctor of Pharmacy program in French.

The Internationalization and Global Health Office (IGHO) has prioritized establishing sustainable and preferred partnerships worldwide, while also fulfilling our local and global social accountability mandate. Throughout

2023, IGHO dedicated efforts to strengthening various international collaborations, encompassing partnerships in the UK, China, UAE and France. These efforts were complemented by ongoing engagements in global health exchanges with institutions in Tanzania, and facilitation of clinical rotation opportunities in Benin. Furthermore, in the autumn of 2023, the Faculty of Medicine initiated a transformative journey to revolutionize medical education within the metaverse. A memorandum of understanding with BridgesXR was signed, marking a pivotal step toward integrating cutting-edge technologies and worldwide access to a diverse range of educational programs.

The Faculty of Medicine is pleased to announce the establishment of the Ottawa Academic Health Network (OAHN) in collaboration with its distinguished partners. This initiative will enable us to collectively drive innovation for a healthier world. From September 2021 onward, the Faculties of Medicine and Health Sciences, along with the leadership from the five affiliated academic health science centres, have engaged in ongoing dialogue focused on the establishment of the OAHN. Over the past two decades, Ottawa has risen to be a preeminent, world-class hub for health education, health research, health innovation and health care, renowned for the excellence of its clinical and academic endeavours. With strategic and practical considerations in mind, Ottawa presents abundant opportunities for the expansion of health partnerships across our institutions within a more



efficient, collaborative and collegial framework. This enriched environment will serve as a distinctive platform for advancing the excellence of this newly created health network in the Ottawa region. The OAHN stands tall as a beacon of collaboration and excellence, positioned to propel innovation, research and education in health care to new heights, while upholding the highest ethical and academic standards. Together we are stronger, and together, we will make our community healthier. With the combined dedication of its esteemed stakeholders, the OAHN is indeed poised to usher in a new era of health care advancement for the benefit of our community. I extend my heartfelt gratitude to everyone who played a role in transforming these crucial discussions with positive feedback into a tangible achievement, and for their participation in multiple meetings and a retreat. Stay tuned for upcoming announcements and details about the official launch of the Ottawa Academic Health Network!

As we eagerly anticipate another promising new year, we should all take immense pride in our shared accomplishments. These form the fundamental building blocks of our vision and mission, both centred on enhancing our service to the cherished community we serve and hold dear. With excitement, the Faculty is leveraging the groundwork set out in the 2020–2025 Strategic Plan as we near the conclusion of this inaugural phase. In a rapidly changing environment, the Faculty is demonstrating itself as a contemporary, forward-thinking and responsive faculty of medicine, not only reflecting on the journey so far but, in addition, planning for the future ahead by defining what it means to be a faculty of medicine in 2030 and beyond!

Bernard Jasmin, PhD
Dean and Professor



MISSION AND VALUES

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. Enhanced commitment to medical education through further development of the Centre for Innovation in Medical Education, creation of a Medical Education Task Force and recruitment efforts to support medical education.
2. Expansion of medical education including fourteen additional undergraduate and ten additional postgraduate seats, with continually updated social accountability-related admission criteria and new interprofessional activities for the Undergraduate Medical Education program.
3. Dedication to innovation through new educational programs including inauguration of the PharmD program, approval of the Clinical Science and Translational Medicine (CTM) program and continued efforts in developing a physician assistant graduate program.
4. Advancements in continuing professional development, including revision of offerings and formats to engage new communities of physicians and internal and external stakeholders, development of a strategic faculty development curriculum, support of residents and postgraduate education, and execution of prominent Faculty-hosted events.

RESEARCH

1. Outstanding success attracting external research funding and national leadership in areas of strategic priority, including the Canada First Research Excellence Fund's Brain-Heart Interconnectome (BHI), Canadian Pandemic Preparedness Hub (CP2H), CIHR pan-Canadian Clinical Trials Consortium and Training Platforms, and the renewal of the Coronavirus Variants Rapid Response Network (CoVaRR-Net).
2. Successful completion of functional programming and green light for the construction of the Advanced Medical Research Centre (AMRC).
3. Continued progress and implementation of the University-Hospital Health Research Network (UHHRN) partnership, laying a strong foundation for the development of the Ottawa Academic Health Network.
4. Targeted investments in clinical and translational research, including the extension of the Junior Clinical Research Chairs program, development of new Clinical Research Chairs in Gay Men's Health (Tier 1), Child and Adolescent Psychiatry (Jr. Chair), and Primary Health Care in Dementia Research (uOBMRI-Bruyère), as well as the allocation of four new Canada Research Chairs to clinical departments to build capacity in pediatric health services, stroke, thrombosis and social accountability.

ENGAGEMENT

1. Development of a new academic workflow platform to streamline academic appointment reviews, renewals and promotions. This tool will improve efficiency while reducing administrative burdens on faculty members and administrators.
2. Expansion of the Faculty Wellness Program (FWP) by recruiting more health clinics, doubling active physicians' participation, and establishing a collaborative wellness research hub for interdisciplinary collaboration to convert health care improvement projects into research.
3. Integration of the Equity, Diversity and Inclusion (EDI) Strategic Plan which established an EDI Action Plan Working Group committed to shaping a strategic framework for ongoing leadership and implementation of the 2022–2025 EDI Action Plan.
4. Leadership in the new affiliation agreement that anchors the Ottawa Academic Health Network.

FRANCOPHONIE

1. Enhancement of French continuing medical education offerings and recruitment activities, engaging with close to 2,000 participants from across Canada, as well as proud hosts of les Journées Montfort, the largest francophone medical conference outside of Quebec.
2. Renewal of CNFS (Consortium national de formation en santé) funding for 2023–2028 aimed at supporting 32 medical students from provinces outside of Quebec and Ontario, ensuring continued access to medical education in French for students across Canada, and access to health services in French for those communities.
3. With the School of Pharmaceutical Sciences, successful initiation of the Doctor of Pharmacy program in French, as well as continued support of new program initiatives including microprograms in health education leading to a graduate diploma in health education or a master's degree, in partnership with the Faculty of Education.
4. Leading a funding proposal to Canadian Heritage for a \$16-million project on interprofessionalism, leveraging prior success with two Canadian Heritage funding applications for multiple programs at the Faculty.

INTERNATIONALIZATION AND GLOBAL HEALTH

1. Strengthened international partnerships with the University of Cambridge, Shanghai Jiao Tong University School of Medicine, Khalifa University, Université Claude Bernard Lyon 1 and Université Paris Cité.
2. Continual global health exchanges with Kilimanjaro Christian Medical University College in Tanzania and clinical rotation opportunities at the Université d'Abomey-Calavi and L'Institut Régional de Santé Publique in Benin.
3. Active involvement by the Planetary Health Council in launching a multitude of initiatives, including curriculum development, webinars and research projects.
4. New frontier in medical education with the signing of a memorandum of understanding (MOU) with BridgesXR to embark on a transformative journey to revolutionize medical education in the metaverse, unlocking the potential of cutting-edge technologies to provide global access to a diverse range of programs.

EDUCATION



reflects a strong societal need for pharmacists in francophone communities across the country which graduates of this program will serve. Pharmacists' scope of practice has grown continuously over the years, to the point where they have become a front-line health service. This program is based on best practices in education and focuses on experiential instruction as well as on the development of transversal skills that practicing pharmacists need. The program will prepare students for careers in the community, in hospitals and clinics, in academic research institutes and in the pharmaceutical industry. The Faculty is proud to celebrate this next step into the history of the Faculty of Medicine—welcome to all PharmD learners and faculty!

The Faculty is hearing the community's concerns about the support of and challenges in the world of medical education. Accordingly, this past fall the Faculty created a Medical Education Task Force which is dedicated to continuous improvement and building on strengths, ensuring that all educational programs remain at the forefront of innovation at the Faculty, and that all those involved in these programs receive enhanced support and recognition. Alongside this task force, the development of the new Centre for Innovation in Medical Education is solidifying and executing market research to understand the current strengths and scholarly output in medical education of its world-class faculty members.

EDUCATION

The Faculty of Medicine has achieved remarkable progress across all educational units. These achievements would not be possible without the dedication of the Faculty community to upholding the Faculty's world-class education mission. With this steadfast dedication and ongoing commitment, there have been tremendous results and many accomplishments to celebrate this year. This year has presented its own set of challenges, marked by the return to a sense of normality after three years of navigating the pandemic's uncharted waters, which pushed the health care system to its limits. Amidst these challenges, it remains crucial to recognize the strengths and areas of growth within the Faculty. Despite the challenges, there have been continuous improvements and advancements to celebrate which all aim to better serve the community. Through the endeavors seen this year, it is clear the Faculty is engaging its strengths with internal and external partners.

A pivotal accomplishment of the Faculty is the inauguration of the new francophone undergraduate Doctor of Pharmacy. It marks a significant milestone in the Faculty's educational journey. In its first year, the program received five times more applications than available places and there are already plans to open the program to more students in the future. The program's popularity

The Faculty hosted its annual prestigious ceremonies: Convocation and the White Coat Ceremony. The White Coat Ceremony, hosted in person this year, included the new PharmD learners and new PhD candidates alongside their MD colleagues. All learners assembled together to receive their white coats and recite their professional oaths. This event marked the entry 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. Along with the launch of new learners into their careers, the Faculty also hosted its annual Convocation to honour the remarkable determination, hard work and achievements of graduates from the Faculty of Medicine. This event brought together graduates from the Faculty's MD, MD/PhD, Translational and Molecular Medicine (TMM) and Graduate Studies programs in a joint ceremony.

There have been several key milestones within Undergraduate Medical Education (UGME). An exciting expansion of fourteen medical school spots continues to highlight the commitment to the education of the next generation of physicians. To continue the education mission to help serve communities in need, the MD program will be increasing the number of regional candidates admitted to better respond to the

needs of the population it serves, with the postal code of an applicant's high school to be used to determine residency status. To continue fostering collaboration across disciplines and prepare students for their future work environment, efforts have been made to create new interprofessional activities, funded through collaboration with UGME and the Heritage Canada fund application. The successful implementation of the Association of Faculties of Medicine of Canada (AFMC) portal for electives, both within and outside Canada, opens new horizons, offering MD students diverse opportunities for growth. Although the summer studentship scholarship projects had a limited scope this year, they continue to play a pivotal role in supporting groundbreaking research. The reorganization of the UGME operations structure promises greater efficiency and coordination, ensuring a seamless educational experience. Importantly, the Institutional Quality Assurance Process (IQAP) evaluations have consistently yielded very positive results, underscoring the unwavering commitment to maintaining the highest standards of education.

The Graduate and Postdoctoral Studies office has accomplished much this year. The Faculty is delighted to announce the approval of new programs, most notably the Clinical Science and Translational Medicine (CTM) program, which enhances the current educational offerings. This new graduate program provides multidisciplinary graduate training in clinical science and translational research with an area of expertise in one of eight concentrations: medical imaging and radiation sciences, cardiovascular medicine, clinical psychiatry, musculoskeletal sciences, interdisciplinary social studies in medicine, quality and patient safety, pharmaceutical sciences, and artificial intelligence and computational sciences. Several programs, including paramedicine and physician assistant, are currently in development, promising a more diverse range of opportunities to new health education students. Ongoing major modifications requests, such as with the course-based anatomy program, demonstrate the agility and responsiveness to the evolving educational landscape. The graduate programs saw a strong increase in enrollment this year, with a 5% increase bringing the total to 662 learners.

The Continuing Professional Development (CPD) team continues to evolve and innovate in partnership with the Centre for Innovation in Medical Education. The recent appointment of the new interim vice-dean positions CPD for even greater



achievements in areas such as continuing medical education (CME), faculty development (FacDev) and postgraduate medical education (PGME) curricula.

The unwavering commitment to faculty enrichment and ongoing education remains a cornerstone of its mission. This year, the CPD office has supported and delivered over 130 events in the realms of faculty development, continuing medical education, and resident and postgraduate education, as well as prominent Faculty events. These events all contribute to the Faculty's priorities of Education, Engagement and Wellness.

Postgraduate Medical Education (PGME) stands on the cusp of a significant milestone with its upcoming accreditation. The preparatory institution accreditation review conducted in September 2022 identified four key areas for improvement (AFI): space, IT, program administrator structure and faculty engagement. PGME has responded proactively by establishing working groups to focus on these AFIs, consisting of program directors, department chairs, the vice-president of education and members of the PGME leadership and team, to comprehensively address these areas. Internationalization efforts are expanding, with a delegation who traveled to Kuwait in September to conduct in-person interviews, fostering greater global engagement. Enthusiastically, there has been an expansion of PGY1 positions, with a particular emphasis on family medicine, in alignment with the goal of producing well-rounded health care professionals. Furthermore, the visa trainee program's expansion exemplifies the dedication to promoting diversity and international collaboration.

All of these accomplishments reflect the extraordinary efforts and accomplishments of the faculty and staff, and further motivate to remain committed to fostering a brighter future through education. As the Faculty looks ahead, there is anticipation to continue collaboration and further successes in this shared mission.

RESEARCH



RESEARCH

The uOttawa Faculty of Medicine is a proud leader in research excellence throughout Canada and internationally. Distinguished as one of the nation's premier research-intensive medical doctoral schools, the Faculty of Medicine continues to work hand in hand with affiliated hospital-based research institutes to build upon and expand the Faculty's rich legacy of exemplary basic, clinical and translational research. The Faculty of Medicine proudly attracted close to \$159 million in research funding in the 2022–2023 fiscal year.

Maclean's University Rankings recently awarded uOttawa its highest overall ranking ever at position #5, placing it squarely in the top tier of medical doctoral universities in Canada. This is the latest evidence of its growing strength and visibility on the academic stage and affirms its forward momentum here in Ottawa. Moreover, the Faculty consistently ranks among the top three medical doctoral schools in Canada for research intensity in medicine/science (Maclean's, 2024). With the innovative endeavours

and projects outlined in this report, the Faculty is well on its way to becoming the top medical school to study medicine in Canada.

Indeed, 2023 proved to be another exceptional year for the Faculty of Medicine, characterized by incredible achievements in securing external research funding and attaining national prominence in key strategic areas of priority. One such success resulted in the largest grant in uOttawa's 175-year history, the \$109-million Canada First Research Excellence Fund's Brain–Heart Interconnectome (BHI). This transformative uOttawa-led program unites a multidisciplinary network of research teams from across uOttawa faculties and institutes with more than 50 academic partners, patient and industry partners, government organizations and other key collaborators with one vision that will revolutionize health outcomes for brain–heart diseases over the next seven years. Recognizing that brain/mind and cardiovascular systems function as an integrated, communicating unit to maintain life and health, BHI will focus on attaining a profound understanding of the intricate interplay between these vital organs

and harness that knowledge to transform research, prevention, diagnosis and treatment to reduce the worldwide burden of disease.

The success of the Faculty of Medicine and affiliated institutes is further highlighted with the Canadian Pandemic Preparedness Hub (CP2H). Co-led with McMaster University and engaging more than 45 strategic partners, CP2H will serve as a strategic hub, propelling Canada to become internationally competitive in the translation of groundbreaking biotherapeutic

discoveries from academic and industry settings, into clinical trials and commercialization. This distinctive partnership between industry, academic, government and health care institutions will allow Canada to pivot quickly to swiftly safeguard the well-being of Canadians in the face of future pandemics and other health emergencies.

On other highly successful funding fronts, the Faculty of Medicine, along with partnering institutions, garnered remarkable success through the new CIHR Clinical Trials Fund, including support for a \$2.9-million training program in Stroke and Cognition (STROKECOG), \$3.2-million Phase II trial for CAR T-cell cancer therapeutics, \$1.3-million Phase II trial for stem cell therapeutics in septic shock, and co-leadership of the \$39-million Accelerating Clinical Trials (ACT) with McMaster University and The Ottawa Hospital. Other major CIHR successes include more than \$35 million in Project funding (202209PJT//202303PJT) and renewal of the Coronavirus Variants Rapid Response Network (CoVaRR-Net).

The Faculty of Medicine remains committed to strategic investments in clinical and translational research. This commitment is demonstrated through key initiatives such as the extension of the Junior Clinical Research Chairs program, development of new Clinical Research Chairs in Gay Men's Health (Tier 1), Child and Adolescent Psychiatry (Jr. Chair), and Primary Health Care in Dementia Research (uOBMRI-Bruyère). As well, the University was proud to support the allocation of four new Canada Research Chairs to clinical departments to support the recruitment of emerging international leaders in the fields of pediatric health services, stroke, thrombosis and social accountability.

The Ottawa Hospital/Ottawa Hospital Research Institute and uOttawa entered into the University–Hospital Health Research Network (UHHRN) agreement in 2021 with a view to fostering a dynamic, collaborative and impactful health research community through collaboration, alignment and integration. This significant effort has been instrumental in establishing a robust foundation for facilitating the creation of the newly established initiative, the Ottawa Academic Health Network (OAHN). The OAHN aims to enhance further collaborations and to improve coordination across the University, five academic health science centres and six research institutes, to implement and execute shared vision and missions in health education, health research and health innovation.





Vital to sustaining the state-of-the-art research taking place within the Faculty of Medicine is the expansion and modernization of its laboratory and training facilities. This year marked significant advancements toward this expansion, including the successful completion of a functional programming phase and final approval for the construction of the Advanced Medical Research Centre (AMRC). The Faculty looks forward to the commencement of this expansion with construction set to usher in the new year with groundwork beginning in January 2024. Moreover, a large proportion of the Faculty of Health Sciences left Roger Guindon Hall (RGN) this past summer, thereby creating opportunities for expansion of the Faculty's medical education and pharmacy programs, among others.

ENGAGEMENT



ENGAGEMENT

Throughout the year, Faculty Affairs has served as an invaluable support, significantly extending its service offerings and achieving notable growth and success in professionalism, faculty wellness, and equity, diversity and inclusion (EDI).

A key achievement is the development of an academic workflow tool, which will streamline the handling of academic requests, easing the administrative load on faculty and hospital administrators. This tool is expected to facilitate the review of academic appointments, renewals and promotions. Additionally, Faculty Affairs conducted workshops and celebrated faculty members through an in-person new faculty orientation.

Excitingly, with strong support from its Faculty Affairs office, the Faculty of Medicine has been instrumental in the creation and signing of a new affiliation agreement which, after two years of productive and focused discussions with partnering institutions, resulted in the creation of the Ottawa Academic Health Network (OAHN).

This is a transformative initiative for Ottawa which, over the last two decades, has clearly become a world-renowned hub for health education, health research, health innovation and health care. Initially, the OAHN will greatly enhance coordination and collaboration within a plethora of initiatives in education and research. It is anticipated that as the Network grows, additional areas of focus and priority will be established across partnering institutions.

Participation in Grand Rounds and the provision of ongoing faculty development professionalism workshops are further evidence of the commitment to the mission of Faculty Affairs. Furthermore, a professionalism remediation module, available in French and English for UGME, has been introduced. Faculty Affairs remains accessible to faculty and trainees for ad hoc meetings and resources concerning professionalism.

The Faculty Wellness Program (FWP) continues to offer support, including educational sessions, counselling, accommodations and referrals.

A noteworthy development is the expansion of the Code 99 Program. In the past year, FWP successfully doubled the number of physicians actively providing service in the program, partnering with the Carlington Community Health Centre, Santé Alliance Health and the Byward Family Health Team. Active engagement with the leadership of all Ottawa community health centres is underway to further expand the program.

Within the education sphere, FWP organized a wellness academic half-day for program directors and collaborated with the Graduate and Postdoctoral Studies office and Continuing Professional Development team to host a fall Crucial Conversations workshop for basic science faculty members.



The Faculty Wellness Program Seminar Series continues to offer valuable insights on various well-being topics.

This past year, Faculty Affairs identified an exciting opportunity to establish a collaborative health care provider wellness research hub, bringing together researchers from the faculties of Medicine, Arts, and Social Sciences. Collaboration is actively sought with key individuals from the departments of Surgery, Medicine, and Anesthesiology and Pain Medicine. This initiative seeks to transform quality improvement projects involving health care providers into research endeavours, offering exciting prospects both regionally and nationally through the Association of Faculties of Medicine of Canada (AFMC).

In equity, diversity and inclusion (EDI), seminars and unconscious bias training have been diligently conducted. Workshops addressing anti-bias, anti-racism, and allyship were available to faculty members and trainees. Mentorship programs for women faculty, Black medical student and residents, sexual and gender minorities, and postdoctoral fellows continue to thrive. Collaboration with the University of Toronto Faculty of Medicine Community of Support remains strong.

In the strategic planning domain, co-chairs were appointed, and substantial progress has been achieved by creating working groups focusing on EDI action plans and reports. Strategic priorities include EDI policies, inclusive culture, recruitment and recognition, research and scholarship, and data collection and system review.

Last but not least, Faculty Affairs maintains close collaboration with the AFMC EDI and Anti-racism Committee, Network for the Advancement of Black Learners (N-ABL) for Advancement of Black Learners, the DICE initiative with AAMC, and the uOttawa EDI Medical Consortium, promoting EDI across the academic community, encompassing TOH, CHEO, OHRI, CHEORI, and the Department of Medicine.

FRANCOPHONIE



brought together more than 150 participants, showing a commitment to advancing medical knowledge in French for our francophone health professionals. These achievements are a testament to the Faculty's dedication to excellence, collaboration and education in health care.

The renewal of CNFS funding until 2028 is excellent news, allowing the office to build on the work initiated in 2000 aiming to train medical students from francophone communities outside of Quebec and Ontario. The very essence of CNFS funding is rooted in the development of the offer of French-language health care services within those provinces once students return home from their studies.

The inauguration of the undergraduate Doctor of Pharmacy program in French after five years of dedicated effort illustrates the Faculty's commitment to expanding French-language education across a wider range of health programs. This program will allow for better access

FRANCOPHONIE

This year, Francophone Affairs has once again advanced several projects and initiatives, furthering their commitment to the vitality of la Francophonie within the Faculty of Medicine. An interim vice-dean has been appointed to ensure continuity of the office's leadership and operations within the Faculty. Further, the position of director of continuing medical education was created, highlighting the commitment of the Faculty and the importance it places on providing high-quality continuing medical education in French in the realm of professional development. In addition, the position of director of clinical and training activities (Consortium national de formation en santé, or CNFS) was created to reinforce our ability to support students admitted through the CNFS.

In terms of continuing medical education, more than 1,100 health professionals from across Canada took part in various activities organized by the office such as webinars, conferences and other custom events. For example, the 21st edition of les Journées Montfort, the largest French medical conference outside of Quebec,

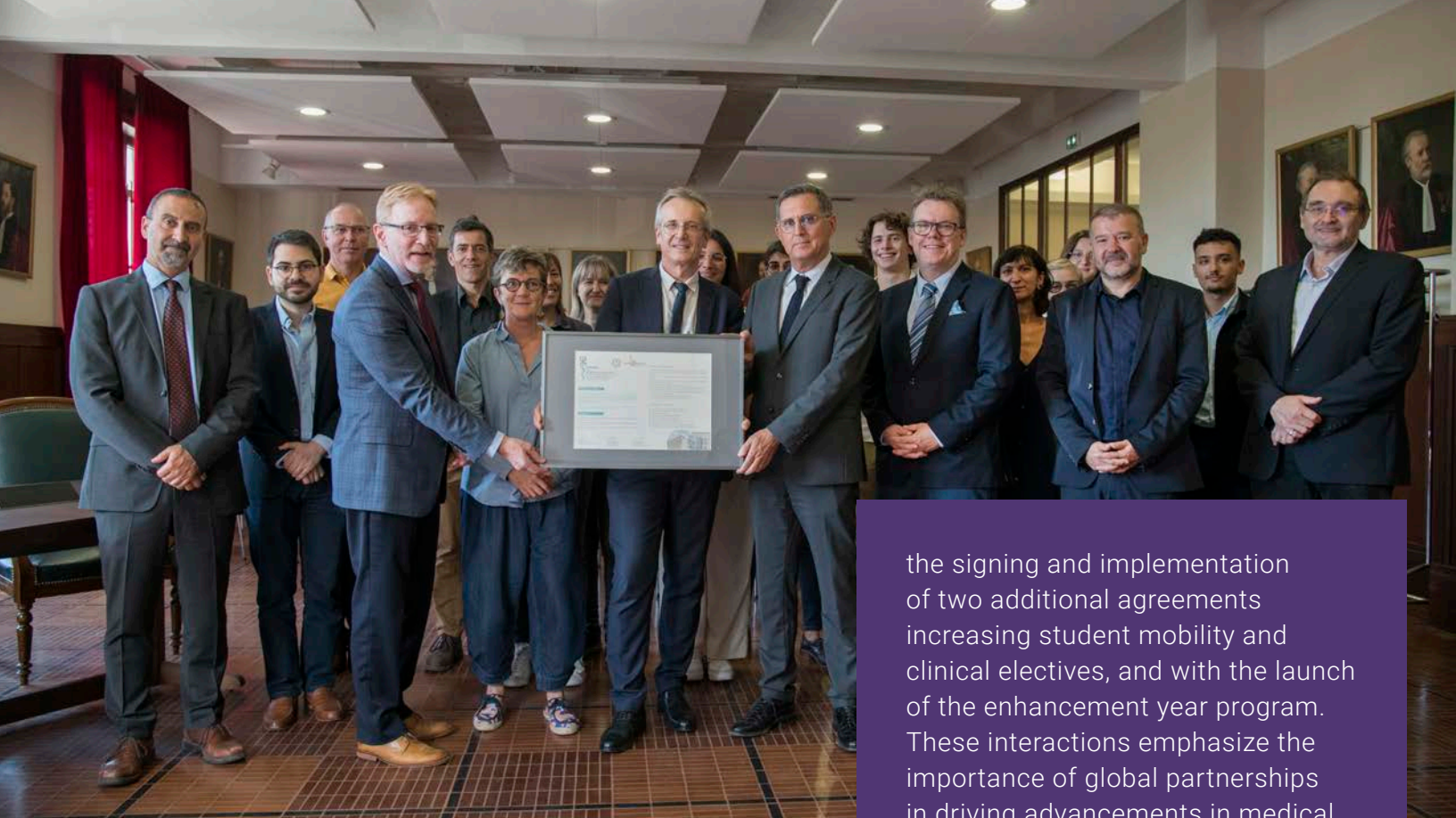


to pharmaceutical care in French within francophone minority communities across the country, thereby addressing a need that was clearly identified surrounding the creation of this program. In addition to the first cohort of 56 pharmacy students, the French stream of the medical program expanded this year, from 48 to 54 students.

A great deal of effort has gone into developing research capacity in French, including research on la Francophonie and health education in French. Over the past year, approximately 20 francophone students have taken part in research projects alongside numerous physicians and other professionals, both internal and external. This collaboration has yielded several scientific publications, further advancing the development of research in French. Further, Francophone Affairs was able to bring together many stakeholders from within the French-language health education community to prepare a funding proposal to Heritage Canada for \$16 million to establish a Centre francophone pour l'apprentissage interprofessionnel en santé. Involving both internal and external partners of the University reflects the spirit of collaboration within la Francophonie, and the commitment to state-of-the-art programs in French.

The impact of la Francophonie extended far beyond Canadian borders through the offering of training programs on the prevention of communicable diseases in Benin over the past year. This initiative specifically targeted Beninese doctors and other health professionals from both the private and public sectors. Also on the international front, the Faculty hosted, for the first time since the start of the pandemic, four students from Université Claude Bernard Lyon 1 for a five-week hospital internship at Hôpital Montfort and The Ottawa Hospital over the summer. Planning is underway with the hospitals and the International and Global Health Office to host 12 more French-speaking students in the summer of 2024.

INTERNATIONALIZATION AND GLOBAL HEALTH



INTERNATIONALIZATION AND GLOBAL HEALTH

The Internationalization and Global Health Office continues to make great strides in its commitment to global health, international partnerships and planetary health. These efforts have manifested in various international collaborations and initiatives that further the Faculty's dedication to fostering health care excellence, research and education on a global scale.

A notable partnership this year was the memorandum of understanding (MOU) between the University of Ottawa and the prestigious University of Cambridge, fortifying a valuable partnership in clinical neuroscience aimed at fostering cross-border knowledge exchange. The ongoing exchange and collaborations with the renowned Institut Gustave Roussy in Paris have enabled deeper connections in the field of health care research and innovation, this time with a focus on cancer. Partnerships were reinforced with Khalifa University through

the signing and implementation of two additional agreements increasing student mobility and clinical electives, and with the launch of the enhancement year program. These interactions emphasize the importance of global partnerships in driving advancements in medical science and education as well as in patient care. The partnership between the Université Claude Bernard Lyon 1 (UCBL) and the University of Ottawa continues to be strong and to flourish. The faculty of medicine of each school took a major step forward in September by making the teaching of humanities in medicine an essential guiding principle in both institutions. Through these longstanding relationships stemming from 2015, this partnership was highlighted with the signing of the Health Humanities Charter by Dr. Bernard Jasmin, dean of the uOttawa Faculty of Medicine, Dr. Gilles Rode, dean of the UCBL Faculty of Medicine, and Professor Frédéric Fleury, UCBL president.

This past summer, the Faculty of Medicine hosted 33 students from Shanghai Jiao Tong University School of Medicine (SJTUSM) for

the first in-person program since 2019. This pre-medicine summer program offers students the chance to fulfill their humanities course requirement for the SJTUSM–uOttawa UGME program and gives them the opportunity to improve their English through an ESL for medicine course. The program is part of a long-standing partnership between uOttawa and SJTUSM, for which a new five-year agreement was signed in July 2022.

The Executive Leadership Team approved the creation of a new one-year program called the Enhancement Year, aimed at supporting international trainees in developing academic skills and identifying their residency career paths through several activities, including clinical research training preparation and observerships, Medical Council of Canada Qualifying Examination (MCCQE) and residency interview preparation, and community service placement. With six students from Khalifa University (UAE) participating in its first year,



this comprehensive and innovative program aims to prepare these recent medical graduates for success in North American residency programs.

The Faculty has hosted many international trainees and clinician-professors back on campus since the pandemic. Over the summer, eleven clinician-professors from Université Claude Bernard Lyon 1 participated in a one-week Medical Leadership Training Program, delivered by the Faculty's own leadership expert and facilitator. Excitingly, the international clinical clerkship electives restarted for the first time since the pandemic, and the Faculty welcomed three students from Khalifa University and seven students from Université Claude Bernard Lyon 1.

Planetary Health remains a forefront priority of the Faculty of Medicine. Under the leadership of the director of planetary health, the planetary health council remains active with ongoing meetings and updates. This year, the director was named co-chair of the inaugural AFMC Planetary Health portfolio. Among the notable achievements, there has been an inception of a planetary health curriculum working group, the first group to be co-chaired by a medical student along with a community partner. The plan was created and approved for longitudinal integration of planetary health into the UGME curriculum. The planetary health team is working on formalizing a planetary health leadership elective for medical students. Additionally, the Faculty of Medicine was once again chosen as one of the 11 in-person hubs in Canada to host the 2023 CASCADES Summer Institute on Sustainable Health Systems. Finally, the planetary health team hosted a series of webinars this past year to continue to inform the University community about various topics of sustainability and the importance of keeping the planet healthy to keep the human population healthy, and the Faculty also developed several partnerships with external stakeholders, particularly the partnership with the Royal College of Physicians and Surgeons of Canada, the Ontario Surgical Quality Improvement Network and the Canadian Association of Pharmacists for the Environment (CAPhE).

The Global Health Program continues to grow and evolve, strengthening its partnerships and offering new learning and exchange opportunities for faculty and learners alike. In particular, the Global Health Learning Network offered a multitude of webinars, hosting over 350 participants who engaged in meaningful global health discussions.



The concentration in global health and social accountability now has 66 medical and graduate students from the Faculty of Medicine registered and participating in experiential learning activities throughout the year to earn points toward a certificate in global health and social accountability. And finally, through the Global Health Summer Studentship fund, five bursaries were awarded to dedicated students undertaking global health projects in summer 2023.

Since 2021, the Faculty of Medicine has been strengthening and building upon its partnership with the Kilimanjaro Christian Medical University College (KCMUCo) in Moshi, Tanzania, and since 2022, a series of bidirectional faculty and student mobility visits have taken place. Over this past year, many interactions were mutually advantageous, as learners from the Faculty visited KCMUCo, while the Faculty warmly received two delegations from KCMUCo. These interactions further fortify the collaborations in clinical and research specialties and bidirectional faculty and student mobility, all working toward the mutual goal of strengthening health systems and reducing inequalities. Related to this, the Faculty continues with its longstanding partnership with Université d'Abomey-Calavi and has built new collaborations with Institut Régional de Santé Publique (IRSP), such as hosting a joint symposium on climate change and public health, which was held in April 2023 with partners in Benin and France.

Revamped pre-departure training for student global health experiences demonstrates the commitment to responsible and safe international education, with two sessions held in the winter and spring of 2023. The global health team remains active with hosting Global Health Advisory Committee meetings, clinical Global Health Council meetings as well as the initiation of a clinical global health journal club. Linked to this, the task force on Fairness and Anti-racism to Enhance Academic Research, Partnerships and Education in Global Health (FAARE) has focused its work on outlining ways to improve fairness and anti-racism in education, research and partnerships in global health.

EXTERNAL RELATIONS, ENGAGEMENT AND ADVANCEMENT



EXTERNAL RELATIONS, ENGAGEMENT AND ADVANCEMENT

The External Relations, Engagement and Advancement team at the Faculty of Medicine consists of the Community Engagement and Strategic Partnerships Office, the Marketing and Communications Office, and the Awards and Prizes Office. In 2023, the External Relations unit was incredibly busy making significant strides and accomplishments.

This past spring, the Community Engagement and Strategic Partnerships (CESP) team collaborated with the dean to develop new funding priorities based on an evolution of the Faculty of Medicine's Strategic Plan. Through this process, three distinctive categories emerged, defining the Faculty's most significant projects and initiatives: i) Revolutionizing Learning: The Power of Transformative Education; ii) Exploring the New

Frontier: Cutting-Edge Research and Innovation; and iii) Making a Difference Together: Working with Our Communities. By defining and aligning the Faculty's significant projects and initiatives within these dynamic categories, the CESP team can now concentrate efforts more effectively and compellingly convey the inherent value of each project to esteemed supporters.

Thanks to the dean's and Faculty's investment in advancement, the CESP team has expanded by four full-time members and one part-time member, including the hiring of a new executive director. This growth, coupled with a clear roadmap and ongoing progress in Faculty projects, has generated a surge of interest from the community. Advancement's long-term strategy and annual plans are now focused on significantly increasing results in the largest donor gift portfolios: major and principal gifts (\$25,000 to \$1 million+). This focus is necessary to support the high-impact, ambitious Faculty priorities.

Moreover, the Faculty has received four planned gifts from supporters who have left their legacy by contributing to the Faculty's initiatives. Among these contributions are the transformative Camille Villeneuve gift and the Tallman & Family support for Parkinson's research at the University of Ottawa Brain and Mind Research Institute (uOBMRI). Additionally, the Faculty secured new support for the Indigenous MD training program through two new scholarships. Notably, a group of students, including two

Translational and Molecular Medicine (TMM) students, have also collaborated in creating a new scholarship, specifically designed to assist students attending the Health Occupations Students of America conference. This growth in resources and philanthropic backing positions the Faculty to make significant strides in its core objectives and initiatives. The CESP team has been working diligently to foster outreach, strengthening connections to alumni, donors and the community through new initiatives and time-honoured traditions.

When the Faculty marked Homecoming on October 13 and 15, CESP worked closely with class representatives to help them celebrate their class milestones and welcome them back to campus. The official Faculty Homecoming offered two special events. The opening Homecoming festivities were held at a private reception at the Westin Hotel, during which alumni took the spotlight for their outstanding achievements in medicine, education and research, and their unwavering dedication to the community at the annual Alumni Awards of Distinction. The weekend concluded with a farewell brunch at the Roger-Guindon Campus, where alumni were treated to a tour in celebration of World Anatomy Day and had the opportunity to participate in an accredited lecture by the director of anatomical sciences at the Faculty of Medicine.

This past fall, CESP headed to Calgary and Vancouver to meet with alumnus Dr. James Makokis who spoke at the Regional Alumni Council events. CESP is collaborating with the IGHO office to expand beyond the border to engage alumni across the world.

The Marketing and Communications (MarCom) team has been focused on multiple initiatives and projects for the Faculty. This past year, the Faculty website has continued to see a significant upgrade, with the Drupal sites migrated to Version 9. In addition, all of the Drupal sites are now published in both official languages. The Faculty Experience Team, having succeeded in its mission of solidifying engagement and recognition as a leadership priority, has been sunsetted in favour of continued efforts on the ground through entities such as Faculty Affairs, the Centre for Innovation in Medical Education (CiMED), the Faculty of Medicine Education Committee (FMEC) and MarCom, and initiatives such as the launch in internal newsletter MedFlash of the FoM Kudos program.





Internally, the MedFlash newsletter has gained traction in providing important biweekly updates for faculty members, learners and staff. The Faculty's external newsletters, MedPoint and MedExtra, have been redesigned to feature a more modern look and feel. The communication focus has been on story production in the Faculty's strategic areas, with continued strong emphasis on research and education articles.

With perhaps the most touch points with the uOttawa communications and web teams than ever before, MarCom has welcomed and initiated opportunities to collaborate toward a University reputation campaign. As part of uOttawa's 175th anniversary, the Faculty of Medicine had much to promote in terms of big announcements in 2023. To get a feel for the recent achievements, which stem from the Faculty's almost eight decades of success, [click and view this retrospective collection](#).

SOCIAL ACCOUNTABILITY



SOCIAL ACCOUNTABILITY

The Office of Social Accountability made significant advances in its mandate through several initiatives in 2023. Amongst all accomplishments, the Social Accountability team strengthened the Faculty of Medicine's role as a partner in achieving the health and well-being of communities, establishing the foundation for bench-to-society scholarship that reflects the needs of these communities, and supporting socially accountable health care professionals.

The inaugural year of CityStudio Ottawa, launched in November 2022, successfully addressed the six priorities of the City of Ottawa's Community Safety and Well-Being Plan (CSWBP). In the 2023–2024 academic year, CityStudio Ottawa will expand to include Carleton University and Algonquin College, and moving forward, it will further broaden its mandate to include the entire City of Ottawa 2023–2026 Term of Council Priorities.

The Faculty of Medicine has been a star performer in several ways, such as actively participating in fostering experiential learning for students, including a pilot of matching community service learning (CSL) students with the Ottawa Paramedic Service and a project with Ottawa Public Health and the Community Addictions Peer Support Association (CAPSA). The global health/social accountability concentration, the Master of Science, the Master of Public Health and biomedical students have collaborated on CityStudio Projects solving pressing and real-life problems in society.

The Learner Database program was launched to understand medical students' career choices, particularly in family medicine, and who goes on to provide care to underserved populations. To address this gap of knowledge, a study was executed to collect new and existing data about the medical students and postgraduate trainees to determine their future practice patterns in terms of career choice, practice location and populations served.



A partnership was formed with the AFMC to capture and analyze the data on the practice intention for family medicine.

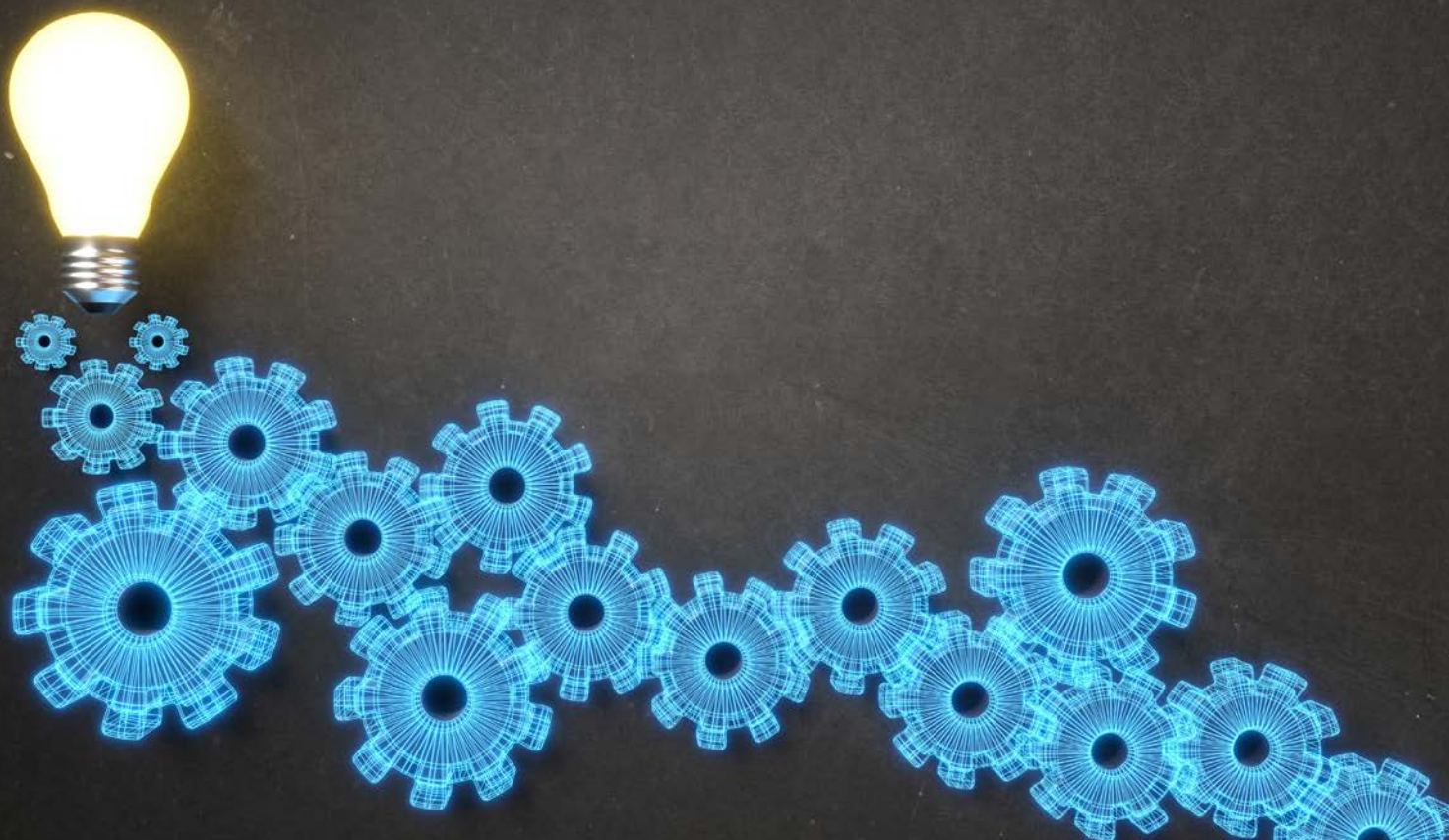
In collaboration with the Indigenous Program, the Admissions Office, Nunavut Arctic College, the Government of Nunavut and Nunavut Tunngavik Inc., the Office of Social Accountability continued to support its program aiming to address the under-representation of Inuit physicians in Nunavut. The Faculty of Medicine is proud to welcome one Nunavummiut student in the 2023 MD program cohort.

The Social Accountability Student Advisory Committee (SASAC) continues to lead various initiatives, including a virtual mock interview with students

from under-represented communities; tools for high school students from low socioeconomic status, racialized and other intersectional backgrounds; and lastly, alongside CSL students, an evaluation of the impacts of the Ottawa Paramedic Service Mental Well-Being Response Team (MWRT) pilot project. The Office of Social Accountability collaborated with the Alliance to End Homelessness Ottawa (ATEHO) to facilitate an interprofessional experiential learning activity for all incoming MD students. Facilitated by ATEHO staff and people with lived experience, the students participated in a simulated “day in the life” of someone seeking to resolve core health and social needs. The activity also included students from the faculties of Law and Health Sciences.

The team continues to support learners at all levels through the TOGETHER grants and awards program designed to enhance the community and stakeholder relevance in research. Social accountability research remains a key focus, particularly, evaluating the impact of community–campus engagement on population health in collaboration with the Northern Ontario School of Medicine University. The Social Accountability team partnered with the first Tier 2 Canada Research Chair in Social Accountability on a research study that utilizes physician registry data and health administrative data to identify the predictors of medical student career choices and practice patterns.

OPERATIONS



OPERATIONS

In May of 2023, the University of Ottawa launched Workday, a cloud application for human resources and financial administration. This integrated solution replaces over 60 uOttawa systems. Given the magnitude of the change, and as anticipated, the transition to the new system and the resumption of activities has not gone as smoothly as expected. Nevertheless, it is crucial to commend the outstanding efforts of the Faculty of Medicine finance, procurement, human resources, IT and payroll teams for their proactive approach and leadership in addressing and overcoming many of these obstacles.

They consistently kept the Faculty's team members well informed through regular updates and training sessions, and have provided nothing but exceptional support throughout. The Operations team extends heartfelt congratulations to these teams and to all of the dedicated administrative units for their exceptional dedication and teamwork, and for working tirelessly to ensure minimal disruption to the Faculty's services.

The Faculty of Medicine continues to lead, forecast and innovate, even during the current financial challenges, through identifying new sources of revenue via innovative new and expanded educational programs, partnerships and entrepreneurship, in order to ensure its long-term financial viability.

This year also marked the beginning of a new and exciting leadership program offered by the Human Resources team. This innovative Accelerator Program strives to create an environment that nurtures and empowers the Faculty's employees, fostering their professional growth and development while ensuring the long-term sustainability of the Faculty. In September 2023, the team welcomed the first cohort of 12 employees to participate in the



program. Each participant receives three hours of accelerator development activities per month on such topics as leadership and operations; a development discussion with a leader; mentorship; and other customized training.

The Facilities team, in close collaboration with central Facilities, has been working hard to prepare for some significant transformations at Roger Guindon Hall (RGN). In the coming months, construction will kick off for the Advanced Medical Research Centre (AMRC). Moreover, this past September, the Faculty of Health Sciences marked their official opening of the new life sciences complex. This resulted in the renovation and retrofit of a number of offices and laboratories on the third floor of RGN, some of which now serve as the home to the new School of Pharmaceutical Sciences within the Faculty of Medicine.

Health and safety at the Faculty is of the utmost importance. The Alta Vista Functional Occupational Health and Safety Committee meets regularly and continues to adhere to its mandate of rigorously conducting and maintaining regular monthly inspections. The committee continues to work with staff, faculty, researchers, learners and hospital partners in support of the academic, clinical and research community to ensure their safety and well-being and continue to adapt to COVID-19 measures with the Faculty's hospital partners.

Throughout the year, the Faculty was pleased to honour and celebrate the exceptional accomplishments of its devoted members across diverse domains aligned with the Faculty's five strategic areas of priority. This recognition took shape through a range of awards and events including the Faculty of Medicine Support Staff Awards of Excellence, the Faculty Member Awards of Excellence, and the prestigious Faculty of Medicine Awards and Recognition Gala.



Funding

- 2022–2023 : \$42.2M
- ~\$159 million in research revenues in 2023

Ottawa Academic Health Network

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

FACULTY OF MEDICINE HIGHLIGHTS

Faculty and Staff

3,193 clinical and basic science professors

- 113 uOttawa professors (APUO members)
- 60 scientists
- 2,871 clinicians
- 292 adjunct professors

~240 administrative staff

- Permanent and contract (faculty programs and operational services)

~200 technical staff in labs

- (Funded externally incl. grants)

Institutional Partners

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

Research Chairs (126)

- 8 Canada Research Chairs (Tier 1)
- 13 Canada Research Chairs (Tier 2)
- 10 University Research Chairs (includes Distinguished)
- 37 Endowed/Sponsored Chairs
- 8 Distinguished Clinical Research Chairs
- 21 Clinical Research Chairs (Tier 1)
- 17 Clinical Research Chairs (Tier 2)
- 12 Junior Clinical Research Chairs

Educational Programs

Doctor of Pharmacy (56 learners)

- Francophone Undergraduate Doctor of Pharmacy (PharmD)

Undergraduate Medical Education (681 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 (1,260 trainees)

- 970 residents
- 290 fellows
- 76 specialties/subspecialties
- 9 AFC programs
- 226 international trainees

Graduate and Postdoctoral Studies (660 learners)

- 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

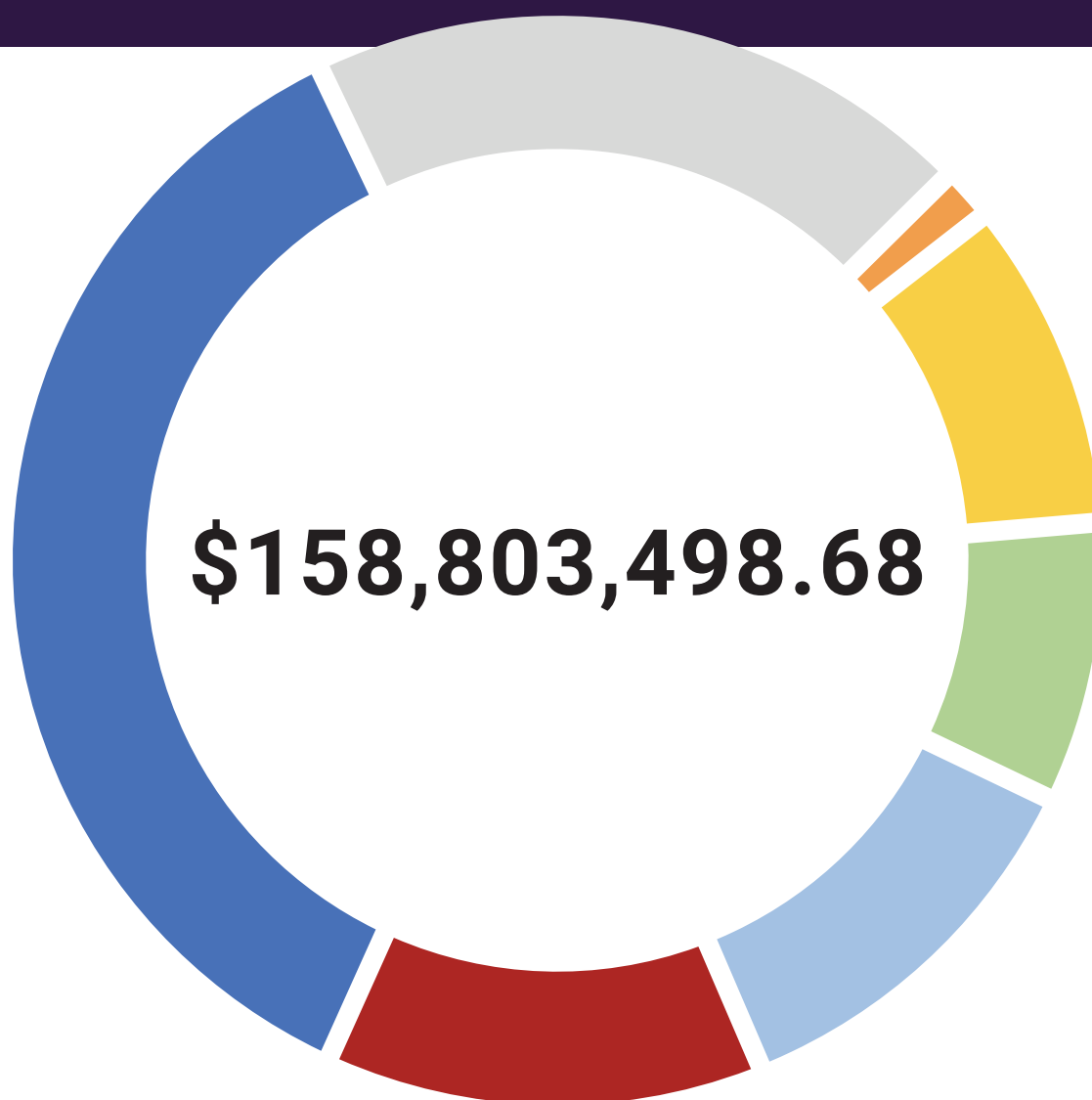


RANKINGS

- Top 5 medical doctoral university in Canada (Maclean's 2024)
- uOttawa ranks #1 nationally for growth in Tri-council funding over last 2 decades (U15)
- #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 for 2000–2019 (Research Infosource 2021)
- #2 in Canada for scholarships and bursaries (Maclean's 2024)
- #3 in Canada for research intensity (medical/science grants, Maclean's 2024)
- #3 in Canada for faculty awards (Maclean's 2024)
- #5 in Canada for scientific impact in biomedical and health sciences (CWTS Leiden 2023)
- Top 75 worldwide for public health (Academic Ranking of World Universities 2023)
- Top 100 worldwide in medicine (#76-100, clinical medicine, Academic Ranking of World Universities 2023, and #100, clinical, pre-clinical & health, Times Higher Education 2024)

RESEARCH FUNDING

2022–2023



● Tri-Agency	\$ 57,402,125.00
● Other Sources	\$ 31,488,356.74
● Other Government (Fed/Prov)	\$ 20,445,757.63
● Foundations/NFPs	\$ 18,666,674.26
● International (Gov, NFPs, Industry)	\$ 15,380,555.81
● Industry	\$ 13,147,500.24
● Canada Foundation for Innovation	\$ 2,272,529.00



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