

2021



PROGRESS REPORT



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EXECUTIVE SUMMARY



On behalf of the Faculty of Medicine Executive Leadership Team, I am delighted to present the second edition of the annual Progress Report. As we launch into the third year of our 2020–2025 Strategic Plan, *Leading Innovation for a Healthier World*, we leave behind another year filled with tremendous accomplishments. The 2021 Progress Report provides an opportunity to reflect on the past year and highlight achievements that are directly linked to our Strategic Plan.

Our Strategic Plan defines five priority areas focused on Education, Research, Engagement, Francophonie, as well as Internationalization and Global Health. This report highlights our significant progress over the past year in these five priority areas, as well as key milestones in the areas of Social Accountability, External Relations, Advancement and Operations. We can demonstrably show that we have made remarkable progress despite the myriad challenges associated with the global COVID-19 pandemic, which has severely impacted many of our activities. Now two years into the pandemic, it is imperative that we recognize the continued exemplary leadership, courage, resilience and dedication of our clinicians, educators, researchers,

staff and learners. These attributes are unmatched, and your contributions have made another successful year possible, even amidst the ongoing pandemic. The strength of the Faculty's highly accredited educational programs is evidenced through the remarkable success of our learners, staff and professors, who continue to excel and adapt to the changing academic environment with in-person and remote learning using technology-based teaching tools. Furthermore, we are proud to share that the Faculty of Medicine's undergraduate and graduate programs continue to receive stellar accreditation and student satisfaction results despite the ongoing challenges of the pandemic. This is a true testament of the hard work and dedication of our learners and staff, and to the excellence of our programs.

On September 10, 2021, the Faculty marked a new tradition by celebrating its first joint Whitecoat Ceremony (held using a hybrid approach) bringing together MD and graduate students for a meaningful annual Faculty of Medicine tradition. For the 2021/22 cohort of learners, and moving forward, newly admitted PhD students will join their fellow MD students in this event as they embark on their journey to become professionals in their respective fields, symbolizing the highest standards of professionalism. Congratulations to our learners! We look forward to being able to celebrate these important milestones together in person, at future events.



Finally, the Faculty's strategic planning and thorough consultation resulted in some new and important initiatives. Indeed, 2021 marked the creation of the Centre for Innovative Medical Education (ciMED). The Centre will provide improved coordination and strategic growth of the education programs and their successes across the broad Faculty.

On the research front, we take exceptional pride knowing that we are a leading faculty of medicine, consistently ranking among the top medical schools in Canada for research intensity and impact. Internationally, we are also highly ranked for clinical, preclinical and health. The Faculty has continued to invest in our research priorities, including those in the University of Ottawa Brain and Mind Research Institute, the Centre for Infection, Immunity and Inflammation, Cardiovascular and Vascular Science, and broadly in epidemiology, public health and practice-changing research.

In addition to this support, the Faculty made important advancements in 2021 related to several emerging initiatives, resulting in significant growth for these areas. One key area of progress is the development of a Centre for Indigenous Health Research and Education (CIHRE). The creation of the CIHRE represents an important step toward addressing health inequities experienced by Indigenous peoples. The purpose of the Centre will be to create collaborative approaches across research and education to promote cultural safety, human rights and anti-racism, all in support of Indigenous health equity. As part of the Faculty's response to the Truth and Reconciliation Commission's [Calls to Action](#), and its continued commitment to social accountability, the Centre is expected to be a hub of transformation, where education, research and practice will be integrated for the benefit and betterment of Indigenous communities. Finally, 2021 saw the signing of the University-Hospital Health Research Network agreement between The Ottawa Hospital, the Ottawa Hospital Research Institute, and the University of Ottawa to further align our research activities and priorities through this new formal partnership.

Engagement throughout the Faculty remains a top priority, especially with all the added stressors presented by the ongoing pandemic. The Office of Faculty Affairs prioritized the enhancement of several important initiatives that are key to its engagement strategy. Among them is the significant expansion of our wellness programs and services throughout the broader Faculty, including the growth of counselling services. Several additional innovative programs were developed throughout 2021 to enhance and better promote initiatives linked to wellness, equity, diversity and inclusion (EDI), and professionalism.

With respect to la Francophonie, an exceptional amount of leadership, work and dedication led to the creation of the School of Pharmaceutical Sciences, with the provincial government's approval of a French-language PharmD program. The first cohort of students in this program is expected in September 2023. Graduate training opportunities in pharmaceutical sciences, pharmacology and toxicology will soon also become components of the educational offerings of the new School.

Finally, the International and Global Health Office (IGHO) has focused on the creation of sustainable and preferred partnerships around the world, while meeting our local, global and social accountability mandate. Through the leadership of IGH0 and the Social Accountability Office, the Faculty launched a new and exciting initiative centred on Planetary Health to determine the effects of climate change on health, as well as the impact of health care on the environment. We are proud of the fact that this timely initiative is a first of its kind among Canadian universities, and it clearly shows our commitment to economic, environmental and social sustainability.

As we welcome 2022 and a new year full of exciting opportunities, partnerships and new initiatives, we can all look back with great pride on the tremendous accomplishments of the past year.

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

- Outstanding accreditation results in both undergraduate and graduate programs
- Stellar results in undergraduate and graduate student satisfaction surveys
- Creation of innovative educational programs at undergraduate and graduate levels
- Change of governance in Medical Education

Internationalization and Global Health

- Increased educational offerings and partnerships in France and the Middle East
- Establishment of the Planetary Health Initiative and related projects including curriculum integration
- Promoting equity in global health partnerships with a strategy to have deep and meaningful partnerships that bring value to all partners
- Establishment of the Clinical Global Health Council with clinical departments

Research

- Increased excellence through major national awards, improved success rates for external funding and attraction of world-class leaders in existing areas of priority
- Recruitment of a founding director for CIHRE and developing a clear vision and actionable roadmap for our Medical AI initiative
- Signing of the University–Hospital Health Research Network partnership and creation of working groups for implementation
- Further building our state-of-the-art infrastructure through CFI awards and functional programming of new Advanced Medical Research Centre

Engagement

- Creation of a “Professionalism Boundaries Remediation” module online
- Increased visibility of the Wellness Program services and broader wellness strategy with a coordinated communications plan
- Creation of online climate assessment survey for EDI and ensure a more diverse and equitable environment by developing related policies
- Creation of a robust awards program to recognize faculty achievement in promoting EDI

Francophonie

- Creation of the School of Pharmaceutical Sciences with a PharmD program in French and appointment of a director
- Launch of a master’s degree in medical education in French
- Funding from the Public Health Agency of Canada to investigate COVID vaccine hesitancy in Francophone minority communities across Canada

EDUCATION



The Faculty of Medicine continues to lead and transform the way we teach through the ongoing development of state-of-the-art educational programs and initiatives, further building upon its mandate to meet the health care needs of a global population. In September 2021, the Faculty of Medicine was extremely proud to celebrate its inaugural joint White Coat Ceremony, where students from both the MD and PhD programs participated together in the same ceremony to mark their entry into their respective professions in clinical care and research.

Once more, the **MD program** ranked among the top programs in the country based on numerous metrics, including accreditation, residency match, number of admission applications, mean entry GPA and scores on licensure exams. The Ontario Ministry of Health and Long-Term Care funds 156 seats (48 francophone students and 108 anglophone students) and the Consortium National de Formation en Santé (CNFS) funds an additional eight seats to train francophone students from communities outside of Quebec. The MD program has several pipeline programs designed to meet both its research and its social accountability mandates.

These include four MD/PhD seats, seven Indigenous seats, two seats for socioeconomically underprivileged students, and four seats for the Canadian Forces, all on an annual basis. In summer 2021, the MD program obtained its final accreditation report, receiving the highest rating across most elements (see Fig. 1 below), making it one of the best programs in Canada with no unsatisfactory element.

Student satisfaction results in the MD program continue to be high. In 2021, the nationally administered graduation questionnaire showed that 77 percent of uOttawa students rated the quality of their medical education as very good or higher. Moreover, 97 to 100 percent of students agreed or strongly agreed that they had the knowledge and confidence needed when presented with a variety of patients, and that they could care for patients in hospital and ambulatory settings.

Since being visited as part of the 2016 accreditation cycle, the **Postgraduate Medical Education (PGME)** office is proud to say that all of its active programs are in good accreditation status. In preparation for the upcoming onsite accreditation visits by both the Royal College of Physicians and Surgeons of Canada and the College of Family Physicians of Canada in 2024, and further to the implementation of the new accreditation system, CanAMS (Accreditation Management System) and the PGME office have been conducting preparatory internal reviews for all programs.

Fig. 1

STANDARD

1	2	3	4	5	6	7	8	9	10	11	12
C ¹	C	C	C	C	C	C	C	C	C	C	C

ELEMENT

1.1	2.1	3.1	4.1	5.1	6.1	7.1	8.1	9.1	10.1	11.1	12.1
1.1.1	2.2	3.2	4.2	5.2	6.2	7.2	8.2	9.2	10.2	11.2	12.2
1.2	2.3	3.3	4.3	5.3	6.3	7.3	8.3	9.3	10.3	11.3	12.3
1.3	2.4	3.4	4.4	5.4	6.4	7.4	8.4	9.4	10.4	11.4	12.4
1.4	2.5 ²	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5
1.5	2.6 ²	3.6	4.6	5.6	6.6	7.6	8.6	9.6	10.6	11.6	12.6
1.6				5.7	--	7.7	8.7	9.7	10.7		12.7
				5.8	6.8	7.8	8.8	9.8	--		12.8
				5.9		7.9		9.9	10.9		
				5.10					--		
				5.11					10.11		
				5.12							

¹ C = Compliance

² Elements 2.5 and 2.6 are not applicable to the University of Ottawa

The fourth cohort of uOttawa programs (Cardiology, Child & Adolescent Psychiatry, Pediatrics, Pediatric Surgery, Respiriology, and Vascular Surgery) successfully transitioned to Competence by Design (CBD)—the Royal College of Physicians and Surgeons of Canada’s initiative to reform the training of medical specialists. In the meantime, the following nine programs are preparing to implement CBD in July 2022: Dermatology, Diagnostic Radiology, Forensic Psychiatry, Geriatric Psychiatry, Gynecologic Oncology, Hematology, Maternal–Fetal Medicine, Medical Genetics, and Pediatric Hematology/Oncology. This will bring the number of CBD programs at uOttawa to 43, which is more than half of our overall total. With over 350 CBD trainees, PGME has also been working on improving Elentra, the tool used to manage CBD by launching analytics dashboards in collaboration with Medtech.

The PGME office and partner hospitals have noted their immense pride in trainees who stepped up to staff vaccination clinics, volunteered for additional calls (off service and on service), adapted to new learning environments to achieve their competencies, and provided front-line support to our community throughout the pandemic. We are also pleased that this summer, residents who were previously not eligible for additional pandemic pay under the Government of Ontario program were awarded an additional bonus equivalent to what most other health care providers received. Our heartfelt gratitude goes out to our trainees who have worked hard throughout the pandemic, all while continuing to meet the arduous objectives of their postgraduate medical education.

Finally, PGME continues to proudly offer training opportunities in a francophone environment at our affiliated hospital, l’Hôpital Montfort. This year, PGME has residents in a variety of French training programs: Family Medicine, Internal Medicine, Obstetrics and Gynecology, Psychiatry, and General Surgery.

The Office of Continuing Professional Development (OCPD) has had another productive year supporting faculty and physician education. The OCPD continues to utilize and expand its virtual services for the provision of medical education, faculty development and faculty events. Despite the pandemic, the OCPD provided a

full complement of sessions using a variety of virtual platforms including a national conference with more than 1000 registrants. In 2021, 32 different local, national or international medical events were held, including many for our primary care community as well as specialty conferences.

Faculty development activities included 75 sessions with focus on new faculty orientation, leadership skill development, undergraduate education teaching (CBL, TBL, ePortfolio, critical thinking in teaching, flipped classrooms), mentoring, professionalism and unconscious bias training. We have noted an increase in participation in virtual events, which for many learners are more convenient and better timed than traditional in-person sessions. The PGME program is being supported by the OCPD in the development and logistics of the Resident Orientation session, the Foundation of Discipline Online Curriculum and the PGME Symposium Series. The OCPD also expertly assisted with many important events, such as the highly successful Discovery Day 2021, where the Faculty hosted regional high school students to get a taste of the programs available, and Research Day, which showcases student and trainee research projects and achievements.

Although there is a desire to move back to in-person learning, the OCPD has demonstrated that virtual platforms provide another opportunity for learners to engage in education together even at a distance. As we hope to return to a more normal environment, the OCPD will strive to continually optimize the education experience for all stakeholders.

Finally, in August 2021 the Faculty of Medicine was very pleased to announce the creation of a new joint senior leadership position with The Ottawa Hospital (TOH) for the Medical Education portfolio. Dr. Melissa Forgie leads this new portfolio as the **senior vice-dean, Medical Education** with the Faculty, and as vice-president of Medical Education at The Ottawa Hospital for a five-year term. In these roles, Dr. Forgie will guide long-range planning and strategic decision-making, and will ensure optimal resource allocation to best position the Faculty, TOH and all of our other affiliated hospitals in promoting the delivery of world-class, innovative medical education.

The Office of Graduate and Postdoctoral Studies saw several graduate programs receive stellar accreditation results this past year, including Biochemistry, Cellular and Molecular Medicine, Microbiology and Immunology, and Neuroscience. The results show that our graduate students are receiving exemplary learning opportunities through recent, thematic hiring, which has established expertise in key emerging areas, while our state-of-the-art facilities have allowed new research competencies to be introduced into all programs.

Program revitalization and development play an integral role in the Faculty's Strategic Plan. In 2021, an incredible amount of progress was made, with several exciting new programs being developed and launched including:

- Master of Public Health, which builds on the School of Epidemiology and Public Health's existing strengths in global health, population health risk assessment and empirical public health sciences;
- M.Ed. en enseignement en santé, a course-based program (currently offered in French), designed to deepen knowledge of education, improve professional practice and expand career choices;
- Master of Applied Science in Anatomical Sciences, a research-paper-based graduate program created to develop expertise in the anatomical sciences, pedagogy and education scholarship, with an emphasis on the application of this knowledge;
- Integrated TMM/MSc-PhD program, a new program that will allow incoming Translational and Molecular Medicine (TMM) students to enroll in an integrated BSc-MSc or BSc-PhD degree;

- PhD in Bioinformatics, an emerging and increasingly important scientific discipline dedicated to the pursuit of fundamental questions about the structure, function and evolution of biological entities through the design and application of computational approaches.

These programs are essential to addressing the changing needs of our community and environment. In addition, the Faculty is exploring the development of several additional programs, such as clinical and translational medicine; expansion of translational and molecular medicine; paramedicine; medical imaging and radiation sciences; and new micro-programs in biomanufacturing, simulation en enseignement et santé, and introduction en enseignement en santé.

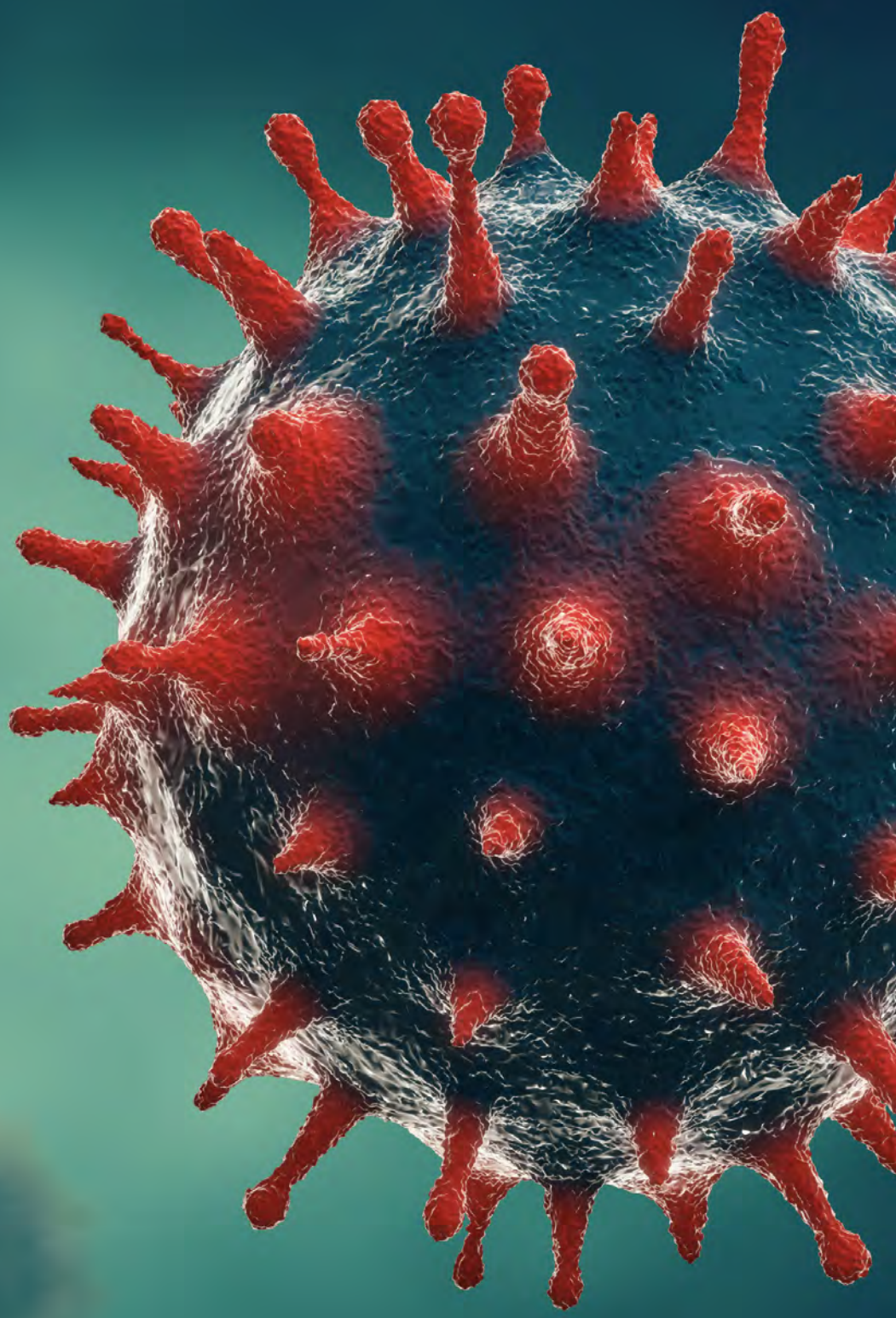
The Bachelor of Science with Honours in Translational and Molecular Medicine (TMM) is a research-focused undergraduate program that offers second-year students enrolled in an undergraduate science program the opportunity to complete their third and fourth years of study at the Faculty of Medicine. Officially launched in 2016, 17 students joined TMM in September of 2016. Consistent with the enthusiasm of our first cohort, we have observed a significant increase in the number of students entering TMM, with 37 joining the program in 2017, 38 in 2018, 44 in 2019, 75 in 2020 and 80 in 2021. Student surveys show remarkably high satisfaction levels in the program, with an overall rating above 90% for third-year students and nearly 100% for fourth-year students. These results are aligned with those obtained from UGME students, and attest to the excellence of our programs and learning environment.

STUDENT EXPERIENCE

	3rd Year 2017-18	3rd Year 2018-19	4th Year 2017-18	4th Year 2018-19
TMM offers opportunities unavailable to me in other science undergraduate programs	4.64	5	5	4.73
I feel that the TMM program provides an overall welcoming and positive environment	4.59	5	5	5
The high professor-to-student ratio in the TMM program enhances my learning	4.59	4.86	5	5
I feel that I can approach TMM professors to discuss course material	4.59	4.64	5	5
I am happy that I decided to join the TMM program	4.45	5	5	5
Overall satisfactory rating (%)	91.44	98	100	98.92

1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree, 5= strongly agree

RESEARCH

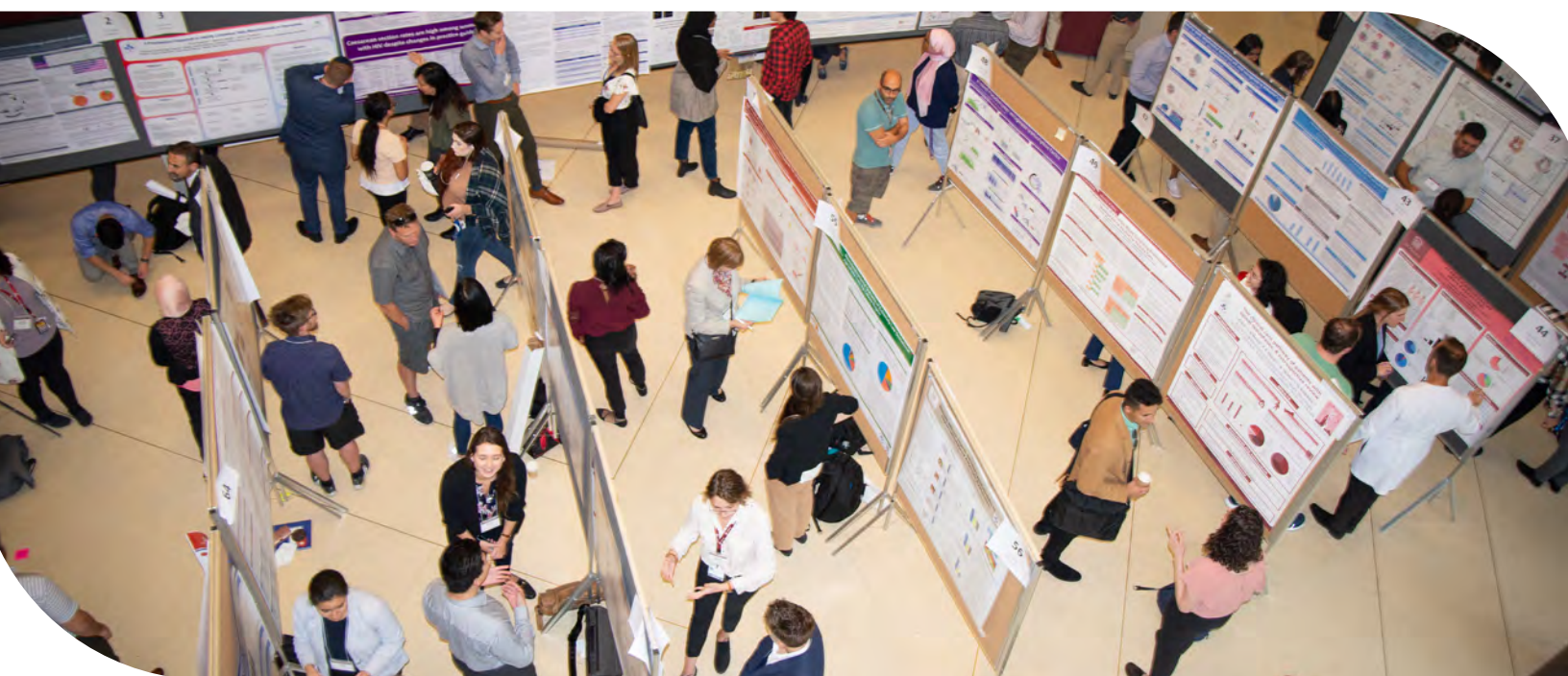


The Faculty of Medicine takes great pride in being one of Canada's leading research-intensive institutions, with a long history of conducting the highest quality basic and clinical research, in close partnership with affiliated hospitals and research institutes. The Faculty of Medicine received close to \$180M in research funding for 2020–2021, representing an approximate 25% increase in total research funding compared to 2019–2020.

The Faculty consistently ranks among the top three in Canada for research intensity in medicine/science (Maclean's), 97th in the world and 7th in Canada for clinical, pre-clinical and health, and 4th in Canada for citations (2022 Times Higher Education rankings). The University has climbed to 8th place overall and in the medical tier on Canada's Top 50 Research Universities list for 2021, according to the reputable Research Infosource Inc. ranking. The University ranks 1st in total university research publication growth, and 1st in university international collaboration publication growth, which rose over a 20-year span, from 2000 to 2019. In the fall of 2021, the Web of Science published a list of the most highly cited researchers in the world, where seven out

of eight researchers identified from the uOttawa are from the Faculty of Medicine. Finally, recent results from the US News rankings place uOttawa 19th in the world and 2nd in Canada in Public, Environmental and Occupational Health. Together, these are remarkable achievements and a strong testament to the excellence and competitiveness of our research activities.

The Faculty of Medicine continues to recruit world-class researchers, building on our strengths and areas of priority through, for example, Canada Research Chairs (CRCs) and joint recruitment initiatives. In 2021, the Faculty was successful in filling several tenure-track and CRC positions linked to new and ongoing initiatives, including the Master of Public Health, l'éducation médicale, and biomedical research. In addition to filling these positions, the Faculty was successful in securing additional positions, including CRCs in infectious disease and medical education, the newly created PharmD program, and mitochondrial medicine. Linked to these recruitment efforts, the Research Office facilitated the development and submission of several CFI infrastructure applications (see next page). In support of new and established research teams, the Research Office launched key virtual workshops on NSERC Discovery Grants, as well as IDEAs, a workshop providing tools and insight on how to embed inclusivity, diversity, equity and accessibility into research programs.



Despite the fact that our research efforts were greatly impacted for a second year by the COVID-19 pandemic, the Faculty continued to make important advancements in several key initiatives.

In the fall of 2021, the Research Office organized a mini-retreat for ongoing discussions on the creation of a training program in Medical Artificial Intelligence. In July 2021, the Faculty of Medicine was pleased to announce the recruitment of the founding director for the Centre for Indigenous Health Research and Education (CIHRE), Dr. Sarah Funnell. Dr. Funnell and her team are leading the environmental scan, consultation process and town halls with Indigenous leaders, communities, learners, staff and faculty members.

The Faculty has also been working diligently on the development of a new pre-commercialization grant program. The program will soon be launched as *3P: Pathway for Patenting and Pre-commercialization*.

In line with the Faculty of Medicine's goal to enhance our collaborative research environment, The Ottawa Hospital, the Ottawa Hospital Research Institute, and the University of Ottawa developed and signed the University-Hospital Health Research Network agreement. The aim of the network is to foster a dynamic, collaborative and impactful health research community through collaboration, alignment, and integration. Within this network, several working groups were developed to address the setting of research priorities and strategic directions; research infrastructure (including space, equipment and core facilities); administration of research grants and contracts; intellectual properties; seeking and maintaining linkages with funding agencies, industry and governments; human resources; regulatory oversight; common conduct of research standards (including, but not limited to, research ethics and responsible conduct of research); communications, branding and fundraising in support of research; and innovation. In addition, the Research Office has been working closely with the International and Global Health Office (IGHO) to expand existing partnership agreements and to select a limited number of priority initiatives for the development of new partnerships which could significantly enhance our ability to

strategically invest in these programs, as well as enhance collaborative interactions, joint training/exchange opportunities and international recognition of participating institutions.

On September 24, 2021, the Faculty held its annual Research Day, attracting over 350 attendees from across the Faculty. The event showcased over 250 posters and 18 oral presentations, enabling learners to exhibit their research and network virtually with their peers and leaders.

Finally, the Faculty remains committed to the growth and development of our research infrastructure. In the last year, several new CFI JELF and CFI Innovation Fund applications were submitted through an open and collaborative process for future large-scale projects. The Faculty, with support from affiliated hospital-based research institutes and the University of Ottawa, has developed 17 cutting-edge core facilities which bring together state-of-the-art equipment, instrumentation, methodologies and expertise—crucial to the success of basic and clinical research activities. Funding for the core facilities was renewed for 2021, and steps were taken to enhance marketing and communications for the cores, with features published in the MedResearch newsletter.



ENGAGEMENT



The Faculty of Medicine Wellness Office has expanded its clinical counselling services with the hiring of a second full-time clinical counsellor. In addition to individual counselling services, the counsellors also provide group supports, educational workshops and advice to educators on wellness topics. We have seen an increase in our service to graduate and TMM students, who now make up 41% of our counselling clients, reflecting our focused efforts to reach these learners. In response to the challenges of the pandemic, we also launched a Wellness Webinar series. Monthly sessions have been offered in collaboration with the Office of Continuing Professional Development (OCPD) and have been very well received. The sessions are accredited for professional certification by the medical colleges.

The Wellness Office played an integral role in leading, developing and launching an evidence-based peer support program at the Faculty. At CHEO and The Ottawa Hospital (TOH), a peer support program is also now in place for physicians as well as for PGME residents and trainees. A robust evaluation of these new programs will be completed under

the direction of Dr. Amy Robinson. The Faculty Wellness Program also led in the creation and implementation of an accommodation policy and process for Postgraduate Medical Education trainees, as well as a Resident Wellness Advisory Committee.

The Office of Equity, Diversity, and Inclusion (EDI) supports a wide range of mentorship programs across the Faculty, the newest among them being the Black Medical Student Association mentoring program. Learners are paired one on one with Black physician mentors from the Faculty and affiliated hospitals. The goal of the program is to raise awareness about Black Canadian health disparities and to foster a community of inclusion that will promote the academic and personal success of Black learners. Ongoing mentorship programs include the Sexual and Gender Minorities Mentoring Group, as well as mentorship groups for female faculty members and postdoctoral fellows.

Another important initiative in 2021 was the development of a robust awards program for the Faculty of Medicine to recognize faculty member achievement in promoting EDI. The Office of EDI developed the Award for Leadership in Equity, Diversity and Inclusion, which will be given annually as part of the Faculty of Medicine Awards of Excellence. Also, EDI is now considered throughout the process for awards selections.



The Office of EDI created a seminar series covering a range of topics and featuring speakers from across Canada. Three EDI workshops were also created for learners, faculty and researchers, covering the current and future plans for EDI in our Faculty. The first workshop included issues that were pertinent to all students, including Indigenous students, Black students and LGBTQ2SA+ students.

In April 2021, the EDI team hosted its first annual half-day symposium, which covered anti-Black racism in medicine and medical education. Most recently, the Office of EDI presented a workshop in conjunction with the Research Office focused on EDI-related issues when leading research teams, conducting research and applying to granting agencies.

We have also developed a hiring and retention policy with an EDI perspective that has been approved by the Faculty. This policy offers guidelines for writing the position advertisements, and for advertising the position to target a diverse audience. It makes recommendations for the composition and training of search committees, which includes mandatory unconscious bias training. It also provides guidelines for the orientation of new hires and for ongoing support, including mentoring. Unconscious bias training for all selection committees for leadership positions is now standard at the Faculty of Medicine. In 2021, training was provided to 14 groups. We have also developed an online module to be accessible by committees such as those for residency selection. Finally, an online survey was developed and sent to all departments; results showed that approximately 25% identified as belonging to a racialized minority, approximately 5% identified as belonging to the LGBTQ community, and approximately 52% identified as female.

Within the Professionalism portfolio, we were pleased to develop two multimedia modules for faculty members. The first is an online module with a focus on re-establishing boundaries in the learning environment. This module includes a reflective component to be utilized with coach support, for remediation of faculty supervisory boundary breaches in the learning environment. The second module, titled “Maintaining Professional Boundaries in the Learning Environment,”

is an orientation module for new faculty members. The latter modules have been adapted with the Postgraduate Medical Education (PGME) office for the orientation of new residents joining the Faculty. In addition, terms of reference were developed for the Faculty of Medicine Professionalism Award, which seeks to identify individuals who recognize the importance of promoting ethical and professional behaviour within our community, demonstrate exemplary professionalism, and embody the Faculty’s core professionalism values.

The Office of Professionalism has recently launched an initiative to acknowledge the exemplary professionalism of members of our community (clinicians, researchers, learners, trainees and staff). Individuals are encouraged to submit their nomination to the Office of Professionalism via email.



FRANCOPHONIE



Francophone Affairs is leading innovative French-language training programs in undergraduate medical education, postgraduate medical education, and in pedagogical research. Since its inception in 1995, Francophone Affairs has devoted much time and effort to program development and has established three important partnerships with the [Consortium national de formation en santé—Volet Université d'Ottawa](#), [Médecins francophones du Canada](#), and [Hôpital Montfort](#).

This year, the Francophone Affairs team made immense progress toward the creation of a French-language PharmD program and the School of Pharmaceutical Sciences. The external evaluation of the program was received with much praise, and the program was approved by the University Senate on October 18, 2021. On November 26, it received approval from the Ontario Universities Council on Quality Assurance. A selection process also took place in the fall of 2021 to appoint the inaugural director for the School, resulting in the appointment of Dr. Daniel Figeys. A member of our Faculty since 2004, Dr. Figeys has consistently shown

excellence in research and leadership. Next steps will include financial approval from the Ontario Ministry of Education; setting up the admissions process; pursuing student, professor and staff recruitment; building the new school's research programs; and conducting the application process for admission of the first cohort of pharmacy students for September 2023.

The undergraduate Doctor of Pharmacy (PharmD) program at the University of Ottawa is designed to train students for future practice as pharmacists, primarily in community or hospital settings, or in other settings such as the pharmaceutical industry, regulatory agencies, or academia, among others, or to pursue more advanced studies.

This program, offered in French, is aimed primarily at Franco-Ontarians and secondarily at francophone learners from elsewhere in Canada, with the objective of meeting the needs for francophone and bilingual pharmacists in minority settings.

The four-year program consists of teachings in both basic and clinical sciences, practical labs, team learning sessions, workshops and 40 weeks of practical training in francophone settings. The most innovative learning principles and elements have been incorporated, including the competency-based approach, active and



experiential learning, spiral learning progression, and interprofessionalism. The goal is to create a program without any traditional lectures, instead using the most interactive and active learning methods.

We recently strengthened the partnership between the Faculties of Medicine and Education, continuing our efforts to redesign the innovative French language master's degree in medical education, aimed at recruiting francophones throughout Canada. The program is based on innovations in health education, and its delivery is being adapted to meet the unique needs of health professionals with the possibility of progressing in small steps through microprograms and diplomas. The program is aimed at being more hands on than traditional advanced programs and is aligned with the needs of busy clinician teachers. The revamped program officially kicked off in September 2021.

Finally, research in French is gaining traction at the Faculty of Medicine, with various grants in medical education, but also in clinical and basic sciences. Among others, Dr. Denis-LeBlanc and her team were awarded a grant of \$375,000 from the Public Health Agency of Canada and another of \$94,000 from Montfort's Association médicale universitaire de l'Hôpital Montfort (AMUHM). The first grant is for the evaluation of COVID-19 vaccine hesitancy in francophone minorities across Canada, and involves setting up specific training for francophone health professionals with tools to inform their patients on the importance of receiving the COVID-19 vaccine. The second grant will study the effect of life coaching on francophone physicians' well-being.



INTERNATIONALIZATION AND GLOBAL HEALTH



The Faculty of Medicine's Internationalization and Global Health initiative encourages an environment that promotes international and global health collaborations, while supporting the strategic initiatives aligned with the Faculty's priorities in education and research. The International and Global Health Office (IGHO) has a strong governance model that is aligned with the University's international strategy, as well as clear goals and metrics geared toward partnership development, and a strong communication plan to engage all stakeholders. IGH0 saw several key accomplishments in 2021, including the appointment of Dr. Mark Walker as vice-dean of Internationalization and Global Health, and Dr. Manisha Kulkarni as interim director for the Global Health Program.

IGH0 focuses its international activities on advancing sustainable, mutually beneficial international programs with foreign partners, universities and organizations, in order to plan and deliver customized learning programs, both locally and abroad. For example, the Health Executive Training Program (HETP) is currently under development, and targets

physicians working in other countries. It is meant to enhance the knowledge and skills of clinical professionals in health management and allow them to strategically manage an institution, discipline, department, or service. The curriculum will focus on the fundamentals of organizational management and key skills necessary to lead in an ever-changing health care environment.

As well, IGH0 launched the Faculty's International Learner Community in collaboration with the Faculty's Office of Equity, Diversity and Inclusion (EDI). The vision was to create a community where all international students enrolled in any Faculty program feel supported, as well as a strong sense of belonging to the Faculty and the University of Ottawa. The intent is to have a central hub where international learners can exchange and take pride in their international roots and the global knowledge they can share with peers, as well as to inspire all learners to come together and become champions in leading innovation for a healthier world. A web page with resources was also created to provide international students with clear guidelines on studying at the university.

Furthermore, key partnerships are under development with universities in the Middle East, with a focus on increasing educational offerings, such as promoting the postgraduate medical training programs (residents and



fellows) and graduate studies programs. Additionally, the Faculty is exploring research opportunities in clinical epidemiology, public health and other areas with existing partners in France and nations in the Middle East.

Our Faculty achieved a Canadian university first with its initiative on Planetary Health in 2021. This important initiative was launched at the same time that the World Health Organization declared the climate crisis as the largest public health emergency, with the goal to create sustainable change. Dr. Husein Moloo was appointed as director. Planetary Health is a key part of the University of Ottawa's increased efforts in social accountability, along with its commitment to the creation of a sustainable future. The strategic direction of this new initiative is to introduce programs, projects and best practices across our Faculty, and to extend them to our partner institutions. Some initial priorities will look at decreasing the carbon footprints of the Faculty and affiliated teaching hospitals; researching the effects of health care on the environment; and how climate change impacts human health. The initiative also incorporates a focus on building the educational curriculum around Planetary Health. The University of Ottawa is committed to becoming a zero-carbon campus by 2040 and a zero-waste campus by 2050.

In January 2021, we were delighted to appoint Dr. Manisha Kulkarni as the interim director of the Global Health Program. Dr. Kulkarni's accomplishments, experience and track record have significantly contributed to the Global Health mandate, and she is therefore well suited to lead the Global Health Program. The program focuses on promoting equity in our global health partnerships with a strategy of having deep and meaningful partnerships that bring value to all preferred partners. One such partnership formalized in 2021 is with Kilimanjaro Christian Medical University College, located in the city of Moshi, Tanzania.

Because of our efforts, in the fall of 2021 uOttawa became Canada's first university to formally endorse principles that are intended to guide policy on short-term global health work. The Brocher Declaration outlines ethical concepts to steer educational exchanges, research expeditions and other global

health activities typically done by teams from wealthy countries visiting locations considered to be low- or middle-income. These principles include accountability, working with cultural sensitivity, and empowering the hosts to define their needs. By backing these ethical principles, the Faculty is showing its commitment to social accountability in all of its global health activities, which builds on the Faculty's existing strategic priorities in global health and internationalization.

Additionally, the Global Health Program developed a Clinical Global Health Council (CGHC), endorsed by Faculty leadership. The role of the CGHC is to facilitate knowledge exchange and cooperation on clinical global health activities across the Faculty. The CGHC will bring together global health leads from clinical departments to promote a comprehensive understanding of global health, as it applies to improving health and health equity, and its relationship to education, research and services; promote the integration of the Faculty's global health and social accountability activities across clinical departments aligned with our strategic plan; and serve as a link between clinical departments and the Global Health Program, to ensure a two-way information exchange and promote coordination.



EXTERNAL RELATIONS, ENGAGEMENT, ADVANCEMENT



The Faculty of Medicine's External Relations team has demonstrated growth and progress on several fronts this year. First, the Community Engagement and Strategic Partnerships team has recruited and trained two new full-time fundraisers at the major and principal gift levels and will be recruiting an additional writer/analyst in 2022. Second, donation revenue has increased by approximately 60% since 2020. To continue in this progressive direction, and after consulting with multiple stakeholders, the team designed a socially accountable and inclusive fundraising strategy that will guide fundraisers in attracting partnerships that align with the Faculty's strategic priorities.

Environmental health is another area of focus for the team. We have been working closely with subject matter experts Dr. Mark Walker, vice-dean, Internationalization and Global Health, and Dr. Husein Moloo, newly appointed director of Planetary Health, to explore potential multi-million-dollar projects that would contribute significantly to our effort to promote planetary health.

To provide a more inclusive approach to Indigenous health research, and to provide essential support to our Indigenous student

body, the team has been collaborating with subject matter experts Dr. Darlene Kitty and Dr. Sarah Funnell to identify and understand their funding requirements. Similarly, with the recent creation of the School of Pharmaceutical Sciences, the team is working closely with Francophone Affairs to create a case for support and to engage potential partners. Furthermore, the team is working to implement a "women's philanthropy" network to attract women committed to transformative philanthropy, and at the same time promote the next generation of female leaders. The team will focus on this strategic demographic to make an impact in health innovations for women, by women.

While the pandemic has limited our ability to employ traditional engagement methods, the team overcame these challenges by hosting the inaugural and very successful Tea Time with the Docs, a virtual event which raised over \$200,000 and educated audiences on the importance of Brain Health. As well, the second edition of the virtual Awards and Recognition Gala was extended to include the Alumni Awards of Distinction and had alumni who were celebrating milestone anniversaries participate in class networking virtual salons.

Looking forward, the team is establishing fundraising goals based on upcoming engagement opportunities and is planning a fundraising campaign launch in



2022. The goal is to create an event in 2022 to educate stakeholders on the new priorities of the Faculty, and to create an opportunity to engage new and diverse donors.

The Faculty continues to increase the degree to which it shows its appreciation for all its valued members. The 2020 staff and faculty recognition survey results and resulting recognition strategies are being widely circulated. These will help inform the development of recognition initiatives, including day-to-day and informal examples. At the Faculty level, we have developed a new channel for recognition: *MedFlash* is a new internal newsletter sharing Faculty news, updates and achievements.

In terms of formal recognition, this year the Faculty of Medicine Awards of Excellence recognized 24 of our outstanding members. Bestowed at the 2021 Faculty of Medicine Awards & Recognition Gala, these winners were honoured alongside outgoing members of the Senior Leadership Team, as well as recipients of the Alumni Awards of Distinction and the Research Day Awards. The Support Staff Awards of Excellence winners and Years of Service recipients were also honoured as part of a separate celebration.

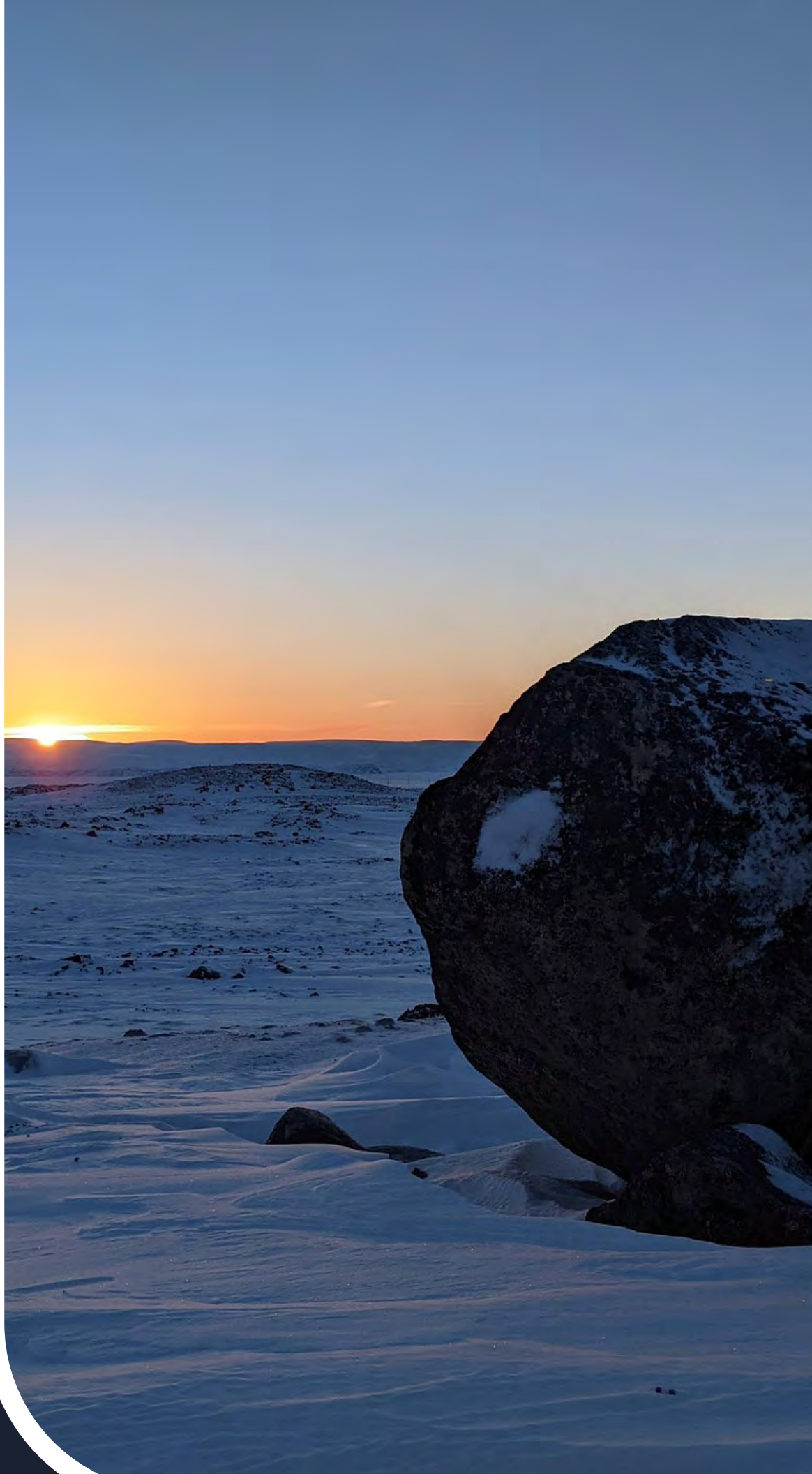
To recognize the remarkable contributions of our Faculty, this year we planted trees on behalf of many of our distinguished individuals. In line with our

planetary health focus, this is another way to extend our members' positive impact on the world around us. We look forward to additional opportunities to celebrate the Faculty, its successes and its people in the upcoming year.

Efforts and progress are also being made toward boosting our Faculty's reputation to external audiences. Accordingly, media relations and social media have been areas of focus this past year. Collaborating with the University's Media Relations Office, our experts and their stories have been pitched to media more than ever before. Our social media channels continue to grow, and we have begun experimenting with paid social media advertising. We are also working with the University to prepare for a Faculty-wide migration of our websites, expected to begin in 2022.



SOCIAL ACCOUNTABILITY



The Office of Social Accountability is committed to working with our community in the mutually beneficial sharing of knowledge and resources. Social accountability is our promise to meet the priority health needs of our society. It is enacted through our education of future health professionals and scientists, accomplished through relevant health research, and fostered through community-oriented clinical service. Formed in 2020 to strengthen partnerships between the Faculty of Medicine and the communities we serve, the Office of Social Accountability is leading several key initiatives.

We convened CityStudio Ottawa, a community-campus collaboration between the University of Ottawa and the City of Ottawa that will build capacity for intersectoral action on social determinants of health that affect key priorities for the city, the university and our communities. As integral members of the post-secondary institution cohort developing the Canadian Carnegie Community Engagement Classification, we are supporting transformational change within Canadian colleges and universities to co-create solutions to the world's emerging

complex challenges. In addition, we are partnering with the Government of Nunavut to establish two UGME positions for Nunavut Inuit and Nunavummiut medical students, and we are working with many partners on a development program to support recruitment activities for Inuit students across the educational continuum.

Recently, we also launched the TOGETHER (The Ottawa Greater Engagement Towards Health Equity Research) Grants and Awards Program to support Faculty learners partnering with stakeholders. In 2021, we funded nine undergraduate students (four projects were led directly by community organizations), and one graduate and three postgraduate trainees. We hope to increase the number of trainees funded this year and have extended our reach to postgraduate trainees. Moreover, we led the curriculum renewal process for the expansion and integration of social accountability across the UGME curriculum, including hosting a virtual, facilitated workshop of Community Service Learning partners. We hosted several medical students for Community Service Learning to advance this agenda.

Finally, our office remains committed to advancing scholarship in social accountability and has published and submitted three academic papers and two funding applications this past year.



OPERATIONS



The Faculty continues to adapt to evolving COVID-19 measures and reintegration guidance, implementing change swiftly and effectively. Progress continues to be made in health and safety, particularly in the labs. The Alta Vista Functional Occupational Health and Safety Committee is meeting regularly, adhering to its mandate rigorously and maintaining regular monthly inspections. The joint TOH-CHEO vaccination clinic held at RGN for staff, faculty, researchers, and learners provided a wonderful opportunity to collaborate with our hospital partners and uOttawa faculties and services in support of our academic, clinical and research community.

In addition, the Clinical Placement Risk Management function was successfully migrated from the centralized Office of Risk Management to our Faculty, albeit at an additional financial cost to the Faculty. The transition focused on sound project management practice, process documentation and standardization, leading to better service for the learners and a significant reduction in complaints and escalations. The efforts also contributed to improved stakeholder relations and

confidence with hospital partners, all while focused on our main priorities: to keep our learners and their patients safe while reducing institutional risk.

In 2021, professional development for administrative management prioritized equity, diversity and inclusion (EDI). All managers and supervisors attended unconscious-bias training, EDI presentations and discussions, and the DiSC workshops (Cognitive Edge). Six Sigma yellow belt training and the application of Six Sigma and Lean methodologies remain in use. Nonetheless, several business process improvement projects experienced setbacks as a result of the pandemic.

Financially, the Faculty continues its work to create new or additional revenue and improve forecasting accuracy. Finally, the Faculty is in its third year of IT modernization, with the aim to renew, standardize and secure its technology while practising good governance and working closely with the Office of the University Chief of Information Technology.





FACULTY OF MEDICINE HIGHLIGHTS

QUICK FACTS

Faculty and Staff

3611 clinical and basic science professors

- 109 uOttawa professors (APUO members)
- 80 scientists
- 2820 clinicians
- 602 adjunct professors

~200 administrative staff

- Permanent and contract (academic programs, marketing, IT, HR)

~200 technical staff in labs

- (Funded externally incl. grants)

Funding

- \$43.4 million overall budget in 2020–2021
- ~\$180 million in research revenues in 2020

EDUCATIONAL PROGRAMS

Undergraduate Medical Education (~655)

- First and largest bilingual medical education program
- Indigenous program
- LSES pipeline
- MD/PhD program

Undergraduate Program (~160)

- BSc Translational and Molecular Medicine

Postgraduate Medical Education (~1200)

- 83 specialties/subspecialties
- 8 AFC programs

Graduate and Postdoctoral Studies (~665)

- Biochemistry
- Cellular and Molecular Medicine
- Epidemiology
- Microbiology and Immunology
- Neuroscience
- Population Health Risk Assessment and Management
- Public Health

RESEARCH CHAIRS AND RANKINGS

Research Chairs (~119)

- 12 Canada Research Chairs (Tier 1)
- 9 Canada Research Chairs (Tier 2)
- 6 University Research Chairs
- 31 Endowed/Sponsored Chairs
- 3 University Distinguished Chairs
- 8 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)
- #2–3 consistently for research intensity medical/science grants (Maclean's)
- #5 for impact in Canada (2019 CWTS Leiden Rankings)
- #43 for public health in the world (Academic Rankings of World Universities)
- #76–100 worldwide for clinical medicine (Academic Rankings of World Universities)
- #97 worldwide for clinical, preclinical and health (THE Rankings)
- #84 worldwide for clinical medicine (NTU Ranking 2021)

INSTITUTIONAL PARTNERS

5 academic health science 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



RESEARCH FUNDING

FACULTY OF MEDICINE 2020-2021

