




ANNUAL REPORT Department of Family Medicine

2023

**STRONG
DYNAMIC
COLLABORATIVE
INNOVATIVE
AMBITIOUS**



**Ni manàdjiyànànig Màmìwininì
Anishinàbeg, ogog kà nàgadawàbandadjig
iyo akì eko weshkad. Ako nongom
egawikàd kì mìgiwewàdj.**

**Ni manàdjiyànànig kakina Anishinàbeg
ondaje kaye ogog kakina eniyagizidjig
enigokamigàg Kanadàng eji ondàpinangig
endàwàdjìn Odàwàng.**

**Ninisdawinawànànig kenawendamòdjig
kije kikenindamàwin; weshkinìgidjig kaye
kejeyàdizidjig.**

**Nigijeweninmànànig ogog kà nìgàni
sòngideyedjig; weshkad, nongom; kaye
àyànikàdj.**

Nous rendons hommage au peuple algonquin, gardien traditionnel de cette terre. Nous reconnaissons le lien sacré de longue date l'unissant à ce territoire qui demeure non cédé. Nous rendons également hommage à tous les peuples autochtones qui habitent Ottawa, qu'ils soient de la région ou d'ailleurs au Canada. Nous reconnaissons les gardiens des savoirs traditionnels, jeunes et âgés. Nous honorons aussi leurs courageux dirigeants d'hier, d'aujourd'hui et de demain.

We pay respect to the Algonquin people, who are the traditional guardians of this land. We acknowledge their longstanding relationship with this territory, which remains unceded. We pay respect to all Indigenous people in this region, from all nations across Canada, who call Ottawa home. We acknowledge the traditional knowledge keepers, both young and old. And we honour their courageous leaders: past, present, and future.

TABLE OF CONTENTS

Message from the Chair	2
Vision, Mission and Values	3
Introduction	4
By the Numbers	5
We are STRONG: Our Social Accountability	6
Improve Care for Indigenous Communities	7
Engage La Francophonie	8
Global Health	8
Foster Environment of Anti-Racism	9
Outreach to Rural, Remote, and Underserved Communities	9
Address the Crisis of the Unattached Patient	9
We are DYNAMIC: Our Medical Education	10
Where We Teach	11
Voices of Our Learners	11
Medical Education Events	13
Enhanced Skills Program	14
E-Learning and Digitalization of Our Curriculum	15
Faculty Development	16
We are COLLABORATIVE: Our Research	19
Family Medicine as a Research Discipline	20
Active Research Dollars and Grants	20
Research and Social Accountability	21
We are INNOVATIVE: The Project Management Office	24
Outcomes of Training Project and Curriculum Renewal	25
Leveraging New Tools and Technology	26
We are AMBITIOUS: Our People	28
2023 Award Winners	29
Academic Promotions and Reclassifications	32



Message from the Chair

Welcome to the Department of Family Medicine's 2023 Annual Report. As the Chair of the department, I am proud of the many accomplishments which led us through another dynamic year. We continued to build on our strategic goals of supporting our people, our excellence in medical education, our research and innovation, and our social accountability.

We invite you to review our story for 2023 as we responded to the continued healthcare demands in the Ottawa region, while providing creative solutions and building a robust program that will advance the discipline of family medicine and train our family doctors to serve our communities. We are committed to reaching our vulnerable populations, caring for our Indigenous community, and advocating for unattached patients. Our faculty, learners and staff were at the forefront of looking for opportunities to innovate, lead and have an impact.

We are excited for the future as we reimagine new ways of practicing family medicine and respond to our changing world, always leading with equity and compassion.

A handwritten signature in dark green ink, appearing to read 'Clare'.

Dr. Clare Liddy, Chair
Department of Family Medicine



VISION, MISSION AND VALUES

Vision

As leaders in Family Medicine, we deliver excellent education, innovative research, and strong advocacy to support high-quality, sustainable primary care in both official languages.

Mission

Through dedicated engagement and commitment, we advance the discipline of family medicine and prepare learners to excel as Family Physicians by:

- Providing learner-centered medical education, modeling quality patient-centered care, and responding to community needs.
- Advancing the delivery of evidence-based medical education, medical practice, and health services through research, scholarship, and teaching.
- Advocating locally, nationally, and internationally through academic, professional, and government organizations for comprehensive and accessible patient care.

Values

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



LEADING INNOVATION FOR A HEALTHIER WORLD

INTRODUCTION

The University of Ottawa Department of Family Medicine (DFM) is the largest clinical department in the Faculty of Medicine. It offers unparalleled opportunities in education and research in both official languages for our learners and teachers, both locally and beyond.

Our strategic direction aligns with the University of Ottawa's Transformation 2030 pillars and the Faculty of Medicine's current strategic plan with its mission of "Leading Innovation for a Healthier World." Our four strategic pillars of Supporting our People, Excellence in Medical Education, Research and Innovation and Social Accountability define how we prioritize our activities and work collaboratively across the department to fulfill our academic mission. Our primary objective continues to be the training of our learners, as our education program leads the way to graduate family doctors who will respond to a changing healthcare system in Canada.

We continue to build capacity locally, through new partnerships, and by investing in community teaching practices, while extending our reach globally to advocate for primary care. We do this through a lens of equity, diversity, and inclusion, with a commitment to improving our healthcare system for all Canadians.

Within this report, you will discover our outstanding program, supported by amazing faculty and inspiring staff who continue to find new ways to enhance the academic experience for our learners, whether through notable research or inventive e-learning projects.

We are always looking back to review how far we have come so we can assess where we need to prioritize and focus. With continuous reflection and foresight, we are adapting, shifting, and responding. We hope you will enjoy our 2023 Annual Report as it highlights the midpoint of our Strategic Plan for 2021-2026.

BY THE NUMBERS

OUR LEARNERS



620 APPLICANTS
from across Canada



**73 FAMILY
MEDICINE
GRADUATES**



62 UNIVERSITY OF OTTAWA
students matched out of **1435** spots
across Canada



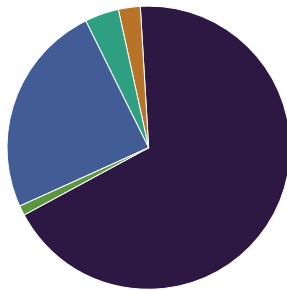
PGY1 Residents: **78**
PGY2 Residents: **70**
PGY3 Residents: **27**

SUPPORTING OUR FACULTY MEMBERS THROUGH ACADEMIC CAREER PROGRESSION

To support our faculty across all teaching sites, we have a deliberate and strategic approach to recognizing and encouraging our members through the promotion process. We have seen a steady growth in our numbers and promotions from 2022 to 2023:

FACULTY MEMBERS BY ACADEMIC RANK

- Lecturers (569)
- Assistant Professors (205)
- Associate Professors (33)
- Full Professors (11)
- Adjunct (20)



47 New Faculty Appointments

7 ACADEMIC PROMOTIONS

- 1 From Associate Professor to Full Professor
- 6 From Assistant Professor to Associate Professor

13 RE-CLASSIFICATIONS FROM Lecturer to Assistant Professor

SUPPORTING PROFESSIONAL GROWTH THROUGH FACULTY DEVELOPMENT

In 2023, **140 faculty members** attended **18 faculty development sessions** for a total of **919.5 Mainpro+ credits**.



SCHOLARSHIP – 2023 KEY RESEARCH ACHIEVEMENTS

107 ACTIVE
Grants in 2023

16 NEW
Grants awarded in 2023

\$7.9 M
NEW Grants awarded in 2023

180
2023 RESEARCH PUBLICATIONS

\$18.3M
in active research dollars in 2023

16
Family Medicine Grand Rounds presentations

58
Family Medicine Resident Scholarly Project (FMRSP) Presentations

8
PGY3 Presentations

THE FAMILY MEDICINE SCHOLARSHIP FUND

In support of faculty members' academic career growth and pursuit of scholarly activities, in 2023, the department redesigned the funding model to create a Family Medicine Scholarship Fund (FMSF), which includes new funding opportunities within seven different categories.

Funding is now available to candidates on a quarterly basis, enabling the department to fulfill its commitment to invest more in its faculty.



LOCUM SUPPORT FUNDING IN 2023

\$30,000

Prepare Manuscript & Develop Dossier

\$9,000

Prepare Grant Application

\$8,000

Take Leadership Training



WE ARE STRONG

OUR SOCIAL ACCOUNTABILITY

OUR SOCIAL ACCOUNTABILITY

Our social accountability mandate is the **strength** of our program and our commitment to our learners, our communities, and the world we live in. In 2023, we harnessed our energies and collectively moved forward in our six priority areas: improved care of our Indigenous communities; engage la Francophonie; foster an environment of anti-racism; increase outreach to rural, remote, and underserved communities; support patients unattached to primary care; and promote global health. We were deliberate in our outreach, our medical education, our projects, and our events as we forged ahead with many initiatives that highlighted our leadership in finding solutions to the complex realities of our time. We are proud to have integrated the principles of social accountability into our program as we engage together and build a future where everyone is treated with equity, humanity, and compassion.

Improve Care for Indigenous Communities

Our department, in partnership with the University of Ottawa’s Mashkawaziwogamig Indigenous Resource Centre (IRC) and the University of Ottawa’s Indigenous Chancellor, Dr. Claudette Commanda, led a “Learning Circle” event in honour of the National Day for Truth and Reconciliation on September 25, 2023.

Co-leading the event were several key members of our faculty, including Dr. Darlene Kitty, Director of the Faculty of Medicine’s Indigenous Program and Assistant Professor with our department, and Dr. Sarah Funnell, Founding Director of the University of Ottawa’s Centre of Indigenous Health Research and Education and Associate Dean and Chair, Indigenous Health at Queen’s University.



Chancellor Claudette Commanda’s address, opening our DFM “Learning Circle” event.



Dr. Darlene Kitty, Presenting, “Learning Circle” event

“The journey to reconciliation starts with truth. Knowledge about Indigenous cultures, history and current realities sets a good foundation for family physicians and trainees. It starts them on the path to learning and striving for cultural safety and trauma-informed care.”

– Dr. Darlene Kitty

OUR SOCIAL ACCOUNTABILITY

The “Learning Circle” was a facilitated discussion run by students from the IRC and focused on a reflective exercise after the viewing of the film, “This is Not a Ceremony”, created by Niitsitapi writer and director Ahnahktsipiitaa (Colin Van Loon). The immersive VR experience was instrumental in telling the story of Mr. Brian Sinclair, an Indigenous man who needed medical attention but was ignored by healthcare providers while waiting in a Winnipeg emergency room. This led to Mr. Sinclair’s death, which is but one tragedy that exemplifies the systemic racism against Indigenous people in our healthcare system.

The “Learning Circle” reaffirmed our commitment to providing cultural competency training for all healthcare professionals, as part of the Truth and Reconciliation Commission (TRC) calls to action.

In our mission to support and recognize the achievements of our Indigenous community, our department commissioned a local Indigenous mixed media artist, Emily Brascoupe, to create an affirmation in Algonquin, which will be displayed in our DFM teaching space. The affirmation – a mixed media art piece with intricate beadwork – is the first page of this annual report.

Engage La Francophonie

Francophone Affairs, led by the Department of Family Medicine’s Dr. Michelle Anawati, Assistant Professor and Interim Vice-Dean of Francophone Affairs, continues to support Francophone medical students from Ontario and across Canada to participate in quality clinical experiences. These clinical experiences in French, with the support of the Department of Family Medicine, provide close mentorship and dynamic environments for Francophone students to explore the many facets of being a family physician and learn firsthand about the important roles that family physicians play in their communities. This environment ensures that medical students can deliver services in French to Francophone patients and their families. In collaboration with the Undergraduate Medical Education program, discussions are taking place to identify factors that will support and encourage medical students to choose family medicine as their specialty.

Through salary support, Francophone Affairs supports medical students who are interested in research and launching impressive projects in French, supervised by numerous faculty members within the department. In 2023, Journée Montfort and the Bal de Neige conference, in collaboration with Médecins Francophone du Canada, offered continued medical education focused on Francophone clinicians’ self-determined needs. These events were well-attended and vibrant learning opportunities for our faculty.

Dr. Sharon Johnston, Associate Professor, was appointed Associate Vice President of Research and Scientific Director of the Institut du Savoir Montfort (ISM) in April 2022. The ISM has a growing and vibrant community of researchers, many of whom are Montfort family physicians, who welcome medical students every summer to join research projects and work in the French environment. The Journées Montfort monthly morning rounds covered topics from Chronic Obstructive Pulmonary Disease (COPD) management to the role of exercise in health. The ISM’s family physician clinician-researchers had a very successful year, attracting multiple external funding awards and growing their teams to include more graduate students and medical students. Dr. Sophie Turcotte, a PGY3 resident in research, has launched an impressive research program with the Montfort virtual mental health care team to better integrate virtual mental health care with primary care.

Global Health

Dr. Marie-Hélène Chomienne, an Associate Professor with our department, a Research Chair in International Francophonie with a focus on the health of immigrants and refugees from Sub-Saharan Africa, a founding member of the Institut du Savoir Montfort and a clinician at l’Hôpital Montfort, travelled to Benin with a team of preceptors and residents for a 4-week Global Health elective (March 11 to April 8, 2023). Participants chose their areas of interest and were supervised by Beninese and Canadian physicians in a clinical setting. The next elective is March 2024 and is open to all Faculty of Medicine residents and fourth-year students as part of the department’s Francophone program offering.

Foster Environment of Anti-Racism

In alignment with our social accountability mandate, our department launched a series of anti-racism e-learning modules in 2022. Developed in 2021 by Dr. Denice Lewis, Assistant Professor and Director of Curriculum and Academic Day, this anti-racism series aims to improve health outcomes among racialized individuals and communities by equipping our learners and faculty with anti-racist concepts and actionable steps and is now included as part of our curriculum.

In addition, our department has established Anti-Racism Curriculum workshops within our program. The first workshop was offered in November 2022 to our PGY2 residents during Academic Day, with two subsequent sessions for PGY1s during our May and December 2023 Academic Days. Led by Dr. Denice Lewis, Dr. Eric Woollorton, Faculty Development Director, Dr. Kristine Whitehead,

“The modules were developed with and by BIPOC (Black, Indigenous, People of Colour) physician leaders and learners to address gaps in health care experienced by individuals and communities,” says Dr. Woollorton. “We aim to raise awareness of how to identify health system inequities, and changes needed in health care and training environments.”

– Dr. Eric Woollorton

Assistant Professor (May 2023 session), and Dr. Oussama Outbih, Assistant Professor (December 2023 session), the objective of this workshop is to assist residents and the DFM along an anti-racism journey. This workshop is now part of our Academic Day offering. It is also now a requirement for residents to take Parts 1 and 2 of the anti-racism e-learning modules before attending the Anti-Racism Curriculum workshop. Work in this area will remain ongoing in our department’s pursuit of health equity and socially accountable medical training.

Outreach to Rural, Remote, and Underserved Communities

In November 2023, the Department launched “My Patient is a Veteran,” a series of health e-learning modules and podcasts designed to support family physicians in caring for our Veteran populations. This project was developed in partnership with Queen’s University and the City of Ottawa’s Veterans Task Force and addresses a gap in care for this underserved patient population.

Address the Crisis of the Unattached Patient

Our department continued its commitment to addressing the family physician shortage in Ottawa, building on the strategies outlined in a briefing document sent to the Ministry of Health in the previous year. Dr. Clare Liddy, Chair of our department, continued to advocate through local partnerships with the mayor’s office and other leadership to create awareness and develop a true team care-based approach. The department further strengthened its partnerships and collaborations through its outreach to communications and media outlets, including the Faculty of Medicine at uOttawa, and locally, with the CBC and City News, to disseminate the importance of primary care physicians and building capacity in the healthcare system. Also under consideration is a direct-entry path into family medicine via the undergraduate medical education program, which would bring learners straight into the specialized stream and engage them early in their career exploration.

Additionally, the department is partnering with and investing in community sites across the region to create more training opportunities. We have submitted a capital expansion request to build new infrastructure to support the expansion of primary care clinics so they can take on more trainees. This multi-layered approach highlights the urgency of the crisis but also provides real solutions to address the problem of the unattached patient.



**WE ARE
DYNAMIC**
OUR MEDICAL EDUCATION

OUR MEDICAL EDUCATION

The goal of our department is to provide an exceptional and dynamic educational experience to its undergraduate medical students and residents. Our multi-faceted learning environments, from our clinical departments to our urban and rural teaching sites, offer unparalleled exposure and opportunities for our learners. As a department, our strategy is to prioritize our educational goals, adapt and evolve our program to meet the ongoing needs of our learners, and deliver a **robust** and **dynamic** medical education program. In addition, our residents benefit from rotations, both locally and in remote areas, that support a solid foundation for learning. Finally, our department fosters the professional development of its faculty members through its diverse faculty development program offering, which is enhanced yearly through a continuous needs analysis and feedback from our medical educators.

Where We Teach

We are proud of our program as it continues to support learners across our eight teaching sites, fulfilling our mandate of educational excellence while serving our communities with commitment and compassion. Our teaching sites include:

- Urban Teaching Sites: Bruyère, Primrose Civic and Riverside
- Community Teaching Sites
- The Montfort Program
- Rural Programs: Winchester and Pembroke

Voices of Our Learners

Our learners are the heart of our program. Many of our residents were excited to share the invaluable experiences they gained through their rural rotations and described the impact of family medicine.

Winchester Family Medicine Residency Program, Akwesasne Rotation



“ Akwesasne provided a priceless learning tool when I returned as a family medicine resident. I had the privilege of rotating through Akwesasne as part of a month-long elective under the supervision of Dr. Horn during my residency. I travelled to the Québec portion of the reserve and saw the full breadth of Dr. Horn’s work. Full clinic days, extensive patient education, prenatal care, full days of home visits and multiple long-term care visits made for a very full but very enriching experience of rural and Indigenous medicine, one that I would encourage any resident to pursue if they feel so inclined....My experience working in Akwesasne provided me with a new perspective on this community and its needs, as well as a deeper appreciation for the work we do as physicians and the impact we can have on vulnerable populations. Needless to say, there is always more work to be done!”

– **Dr. Julie Crevier**, PGY2 resident in the Winchester Site

OUR MEDICAL EDUCATION

Moose Factory Rotation



“ I had the opportunity to spend time providing family medicine clinical care, emergency care, hospitalist services, and most memorably, spent two weeks in the fly-out communities of Kashechewan and Attawapiskat First Nations working with a multidisciplinary team to manage and deliver a community tuberculosis screening program. We visited families and used telemedicine to conduct contact tracing and did home visits to initiate or monitor treatment for patients with latent and active tuberculosis. These clinical experiences allowed me to reflect on the roles and intersection of historical and current policies, healthcare system design, access to care, housing, food security, social connection and culture in determining the health of individuals and a community.”

– **Dr. Sehjal Bhargava**, PGY2 Family Medicine & Public Health and Preventive Medicine Resident



“ My rural elective in Moose Factory was a profound chapter that left an indelible mark on my professional path. It was a transformative experience that reshaped my approach to healthcare. The challenges of limited resources prompted innovative solutions, incorporating telemedicine to ensure access to quality care. Embracing cultural competence became integral as I learned to bridge traditional healing practices with modern medicine. Moose Factory taught me the true essence of patient-centered care, emphasizing the significance of understanding individuals within the context of their culture and community. This experience has fueled my passion for community-driven healthcare and cemented my dedication to building lasting connections between medical professionals and the Indigenous communities they serve.”

– **Dr. Ilay Habaz**, PGY2 resident, Civic Site



Moose Factory, Ontario



Medical Education Events

2023 was a busy year as we were fully back in person with our teaching events for our learners and faculty members. We were pleased to deliver our program with new innovations and opportunities, building on the many successes of the previous year.

Our Research Inquiry and Opinion (RIO) Day took place on Friday, June 9, 2023, at the Ottawa Conference and Event Centre, with our celebrated keynote presenter, Dr. Kamila Premji, an Assistant Professor, who presented on how community-based research can help shape the future of family medicine. We were proud to see the culmination of our residents' work in their scholarly presentations (58 resident projects) during the day, with the best research project award given to Dr. Alexander J. Lingley for his research, "Increasing area-level deprivation is associated with higher rates of potentially inappropriate prescription in Canada."

The day culminated in the graduation of 65 PGY2s, joined by faculty, family and friends, in a graduation ceremony and celebration of their success.



Research, Inquiry and Opinion Day 2023, Family Medicine Resident Scholarly Project (FMRSP) Presentations

In the summer, the postgraduate program delivered its second annual bootcamp for our incoming residents, and the undergraduate program hosted its third undergraduate bootcamp for our undergraduate learners. These intensive learning experiences are an integral part of the program for our learners, with many faculty members participating in developing and delivering these sessions. The residents gained knowledge of prescribing, consent, handover pearls and effective clinical documentation, while our undergraduate leaders provided engaging and informative introductions to family medicine. It was also an excellent learning opportunity for the students to have hands-on experience carrying out procedures, such as knee injections, pap tests and suturing.



Medical Students Performing Procedures during the Bootcamp



New Medical Students, Undergraduate Bootcamp 2023

OUR MEDICAL EDUCATION



In the fall of 2023, our residents attended the annual resident retreat, which provided great teambuilding opportunities for our PGY1s and PGY2s. A highlight for residents this year was attending presentations on planetary health and medicine.

In October, residents had the chance to attend the annual job fair and learn about family medicine opportunities in Ontario from over fifty communities.

Enhanced Skills Program

Our Enhanced Skills Program has **26 residents across 10 programs**. Some highlights from our programs in 2023 include:

- Our sport and exercise medicine resident was the Lead Medical Officer for the Master's Indigenous Games in August in Ottawa.
 - Our Clinical Scholar and Care of the Elderly programs welcomed re-entry candidates (experienced family physicians looking to enhance their skills to serve their community).
 - Our hospitalist program was launched with one resident at The Ottawa Hospital (TOH) and one at Montfort to meet the community's need for more physicians with enhanced skills in hospital-based primary care.
 - Our Palliative Care program transitioned from long-time program director Chris Barnes to Grace Warmels. We thank Dr. Barnes for his years of service and leadership to our group of Program Directors.
 - Our Emergency Medicine residents were all successful in their CCFP (EM) exam.
 - Dr. Avik Nath, Enhanced Skills Family Medicine Program Director for Emergency Medicine, assumed a new role in November 2023 with the College of Family Physicians of Canada (CFPC), as the Director at Large, CFPC Board of Directors.
- Our recent DFM visa-sponsored graduate from the Enhanced Skills Women's Health program, Dr. Reem Hamadah, returned to Riyadh, Saudi Arabia, as the first family medicine fellow with women's health training. She is shown in the picture, below, promoting the importance of women's health primary care at an awareness booth at her hospital, King Faisal Specialist Hospital and Research Centre in Riyadh.



E-Learning and Digitalization of Our Curriculum

The Musculoskeletal Teaching Modules

In 2023, the department released the Musculoskeletal (MSK) teaching modules, which are online interactive modules focused on musculoskeletal pathologies. A few years in the making, this educational initiative has been led by Dr. Lindsay Bradley, Assistant Professor and Director of our Enhanced Skills in Family Practice and Director of the Sports and Exercise Medicine Enhanced Skills Program, with contributions from sport and exercise medicine residents.

Dr. Aaron Fahey, a PGY3 resident who worked on this project, expressed how invaluable this experience was to his overall learning:

“The DFM is proud to build on our strategic goal of digitalizing our curriculum and providing e-learning opportunities to meet the educational needs of our learners”

– Dr. Lindsay Bradley



“The MSK project is an extension of an ongoing initiative led by Dr. Lindsay Bradley and previous sport and exercise medicine residents. Specifically, I developed a module centered around ankle pathologies, aiming to enhance the knowledge of family medicine residents. In the field of family medicine, the ability to effectively diagnose and manage musculoskeletal pathologies is crucial, albeit occasionally challenging. **This module addresses the need for continuous learning by providing information on a wide range of conditions and management strategies.** By incorporating interactive quizzes and multimedia resources, the learning experience becomes engaging and immersive, facilitating knowledge testing. Moreover, the module offers timely feedback and performance tracking, allowing us to assess our progress and identify areas for improvement. **This personalized approach ensures that we are active participants in our professional development, rather than passive recipients of information.**”

– Dr. Aaron Fahey, PGY3 resident

A December 2023 simulation session during Academic Day at the University of Ottawa Skills and Simulation Centre provided hands-on learning opportunities in MSK injections.



Resident, with Dr. Lindsay Bradley, MSK Injections, Simulation Session

OUR MEDICAL EDUCATION

The Escape Room: A Virtual Reality (VR) learning experience that tests Quality Improvement (QI) principles and is a timely and innovative addition to our curriculum. This program was launched at Academic Day in November 2023, during the session, “Escape the Office: The use of virtual reality escape room as an alternative teaching strategy for QI principles in medical education,” led by Dr. Kheira Jolin-Dahel, Assistant Professor. As of November 2023, our first cohort of residents

will begin to use this program, which has been officially rolled into our curriculum.

This application was also highlighted during a session at Family Medicine Forum (FMF) in November 2023, where it garnered attention from other universities, including Laval and York, to create future collaborative partnerships.

Faculty Development

Our department fosters academic growth and learning to ensure our faculty have the support and skills necessary to fulfill their roles as educators, clinicians, researchers and leaders.

Our department demonstrates its commitment to Faculty Development through a series of impactful events, with an emphasis on New Faculty orientation, Essential Teaching Skills 1 and 2, Mentorship sessions, and various workshops that promote professional growth.



Faculty members attending a June 2023 Faculty Development Day, New Faculty Orientation Session and Essential Teaching Skills 1 session.

Through our faculty development program, **18 MainPro+ accredited sessions** were offered in 2023 to engage faculty from different teaching sites to enhance their skills and share knowledge. Sessions were created to inspire and encourage faculty members to take the lead in building on what they learned during the sessions and apply this new knowledge to other spheres: within their clinics, their teaching, and their roles as leaders and mentors.

The following are some highlights of our faculty development program offering in 2023, exemplifying key targeted areas of focus and learning.

Mentorship: Through the “Time to Climb! Mentorship Program,” implemented in 2021, faculty members continue to connect with and mentor mentees to discuss leadership challenges, including clinical, medical education, teaching and investigation challenges. The May 2023 “Francophone Mentorship” session, led by Dr. Eric Woollorton at the Montfort Teaching unit, was held to promote not only the precepts of **mentorship**, but also to fulfill the department’s commitment to providing French teaching to learners and faculty.

Innovative Technology: “Putting the FOCUS on Point of Care Ultrasound (POCUS) as a Family Medicine Teaching and Clinical Tool” facilitated by Drs. Jason Trickovic, Adam Jones-Delcorde, Victoria Swan, Laura Cummings, and Stefan de Laplante, was a hands-on workshop to train our faculty how to perform POCUS using a simulation model and implement it as a clinical tool in a family medicine setting. Expanding the teaching of POCUS at other clinical teaching units has begun and will continue in 2024.



POCUS training session for faculty, facilitated by Dr. Jason Trickovic, holding the device.

Indigenous Medical Education: As part of the department’s September 25, 2023 “Learning Circle” event in recognition of the National Day for Truth and Reconciliation, Drs. Darlene Kitty and Sarah Funnell presented a session on “Approaches to providing better care (and better medical education!) for Indigenous patients in your practice: Applying the CanMEDS-FM Indigenous Supplement.” This session emphasized bridging cultural gaps, fostering inclusivity, and enhancing healthcare approaches for Indigenous communities.

In a “TRC 101: A Brief History of Indigenous Realities” session, Dr. Darlene Kitty shared with participants recommendations on how to be better equipped to address gaps in our healthcare system and provide support for Indigenous communities.



Dr. Darlene Kitty, Faculty Development session during the “Learning Circle” event

“Bringing this technology into family medicine care and teaching at the Department of Family Medicine will produce satisfied, proficient generalist physicians that deliver true comprehensive care in any setting leading to renewed patient satisfaction and healthcare stewardship”

– Dr. Jason Trickovic, Assistant Professor, and staff physician at the Civic Family Health Team, who is leading the coordination of this program Department-wide.

Listening Circles, led by Indigenous students and members of the Indigenous Health Interest Group, facilitated small group reflections on the cinematic viewing experience of “This is Not a Ceremony”.



Participants during the Listening Circle

OUR MEDICAL EDUCATION

Medical Educator focus: As part of the 2023 Annual Faculty Retreat, the faculty development sessions were strategically developed to align with the 4 pillars of our strategic plan and were reflective of our department’s commitment to diversify our medical education offering and deliver socially responsible training to facilitate meaningful conversations.

Faculty members shared insights and knowledge, fostering a culture of continuous learning and professional development within the department. In alignment with our Strategic Plan, our department will work with experts to update our curricula to address racism, unconscious bias, and cultural sensitivities. The following sessions showcased the breadth of our expertise in the department:

- “Addressing Learner Gaps in the Care of the Elderly - Core Residency Curriculum,” presented by Dr. Celeste Fung and Dr. Leah Smith.
- “Pain and hope: Identifying and responding to challenges in the current family medicine practice Environment,” presented by Dr. Laura Muldoon and Dr. Alison Eyre.
- How to supervise your resident’s FMRSP Project” and “Preview of Essential Research Skills Modules in Development,” presented by Dr. Maddie Venables and Sylvie Forgues-Martel.

- “Advancing our Commitment to Equity, Diversity and Inclusion at the Departmental level,” presented by Dr. Oussama Outbih, Dr. Danielle Brown-Shreves, and Asiya Rolston.
- “Preventative Screening for Gender Diverse Patients: Tips, Tricks and Teaching Pearls,” presented by Dr. William Caron.
- “Medical Education Innovations in Family Medicine,” which focused on vulnerable patients and topics including Veteran care and PTSD, presented by Dr. Denice Lewis, Dr. Kheira Jolin-Dahel, Dr. Lina Shoppoff, and Marisa Duval.
- “Planetary Health: Concrete Actions for Family Medicine Teachers,” addressing wellness and the ability to ensure social equity, presented by Dr. Tania Rifai and Dr. Laura Visentin.

The Annual Faculty Retreat also included our yearly Departmental Assembly, through which the Chair of our department, Dr. Clare Liddy, addressed the faculty, provided key updates within our department and reiterated our strategic direction. The Departmental Assembly was also the opportunity to inform on the status of three ongoing initiatives within our department:

- Preparation for Accreditation (May 2024)
- Outcomes of Training Project (OTP) to adapt and plan for the 3-year program
- Advances with our curriculum



Dr. Clare Liddy, Chair, leading the session, “What’s on Your Horizon: Matching Our People with DFM Resources,” 2023 Annual Faculty Retreat

The background of the image is a close-up of several green maple leaves. The leaves are in various stages of focus, with some in sharp focus showing detailed vein patterns and others blurred in the foreground and background. The color is a vibrant, natural green. Overlaid on the upper portion of the image is white, bold, sans-serif text.

**WE ARE
COLLABORATIVE
OUR RESEARCH**

Family Medicine as a Research Discipline

Family Medicine research is relevant to practice and learning, and **collaboration** is the cornerstone that is fundamental to the research team’s work within our department. The work of our researchers, clinician investigators, members of the research operations team, and the Research Executive Committee is crucial for providing knowledge that serves practitioners, learners, and the communities we serve through the applied understanding in primary care services delivery, clinical practice and medical education.

Our Research Foci

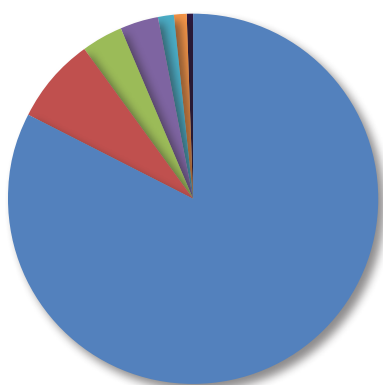
The focus of our research and applied approach provides value and a framework for future research:

- Health Services Delivery Models
- Family Medicine Practice – Quality Improvement
- Access and Equity: Disadvantaged Populations
- Population Health: Modifiable Risk Factors and End-of-life Care
- Mental Health & Francophone Health
- Medication Education Innovation

2023 Key Research Achievements

- The 2023 Tier 2 Canada Research Chair: Social Accountability recipient is Dr. Daniel Myran, Assistant Professor with our department, and the first Canada Research Chair held by a Department of Family Medicine faculty member. This nationally recognized award is valued at \$100,000 annually for five years, renewable once. The mandate of this Chair is to address current and future health needs and challenges faced by our society.
- Appointment: Department of Family Medicine Eminent Scientist, Dr. William Hogg
- Brain-Heart Interconnectome: \$109M Grant awarded to Dr. Simone Dahrouge, Associate Professor, Lead Theme 4, Health Systems and Tailored Models
- The programming of this year’s North American Primary Care Research Group (NAPCRG) Conference in San Francisco, USA, welcoming over 1,000 participants, was chaired by the Department of Family Medicine Director of Research and Innovation, Dr. Douglas Archibald.

Active Research Dollars and Grants



SOURCE OF ACTIVE RESEARCH DOLLARS IN 2023

- CIHR, SSHRC, NSERC (**82.57%**)
- Gov: Federal, Provincial (**7.44%**)
- Professional Associations, Foundations, Others (**3.63%**)
- uOttawa, FoM, DFM (**3.58%**)
- Bruyère, BAMO (**1.19%**)
- CNFS, ISM, AMUHM (**1.14%**)
- TOH, OHRI, TOHAMO (**0.46%**)

AMUHM: Association médicale universitaire de l'Hôpital Montfort
BAMO: Bruyère Academic Medical Organization
CIHR: Canadian Institutes of Health Research
CNFS: Consortium National de Formation en Santé
DFM: Department of Family Medicine
FoM: Faculty of Medicine

ISM: Institut du Savoir Montfort
NSERC: Natural Sciences and Engineering Research Council of Canada
OHRI: The Ottawa Hospital Research Institute
SSHRC: Social Sciences and Humanities Research Council
TOH: The Ottawa Hospital
TOHAMO: The Ottawa Hospital Academic Medical Organization

Number of Grants and Sources of Active Research Dollars in 2023

	Grants	NPI, PI Co-PI	Active \$	Source %
CIHR, SSHRC, NSERC	43	19	\$15,087,994	82.57%
Gov.: Federal, Provincial	12	11	\$1,359,181	7.44%
Professional Associations, Foundations, Others	5	2	\$664,024	3.63%
uOttawa, FoM, DFM	22	18	\$654,428	3.58%
Bruyère, BAMO	6	6	\$218,387	1.19%
Monfort, ISM, AMUHM, CNFS	14	10	\$207,753	1.14%
TOH, OHRI, TOHAMO	5	3	\$84,197	0.46%
TOTAL	107	69	\$18,275,964	

Number, Source and Total Value of New Grants Awarded in 2023

	N	NPI, PI, CO-PI	Value \$	% of New \$
Gov.: Federal, Provincial	4	4	\$5,573,273	70.8%
CIHR, SSHRC, NSERC	8	3	\$1,717,590	21.8%
uOttawa, FoM, DFM	1	1	\$397,601	5.1%
Montfort, ISM, AMUHM, CNFS	3	1	\$181,000	2.3%
TOTAL	16	9	\$7,869,464	

Research and Social Accountability

Our research team works across disciplines. Opportunities for interdisciplinary collaboration ensure that we can fulfill broader social goals. Dr. Claire Kendall, Full Professor with the Department of Family Medicine and Associate Dean, Social Accountability, Faculty of Medicine, is involved in the implementation of CityStudio Ottawa, a community-campus partnership with the City of Ottawa that will leverage university expertise to address the priorities of Ottawa's Community Safety and Well-Being Plan. CityStudio Ottawa establishes the University of Ottawa as part of an international network of CityStudios intended to help produce sustainable cities.

Research and Virtual Reality Technology in Medical Education

The research entails creating and implementing an immersive virtual reality (VR) application with a scuba diving theme intended for utilization by Family Medicine faculty, medical students, and learners from diverse backgrounds. This innovative pedagogical tool aims to establish a secure learning environment for stress and anxiety management, delivering a comprehensive psychoeducational experience that emphasizes understanding the origins, treatments, and coping strategies associated with stress and anxiety.

Research: Virtual Reality for the Self-Management of Stress and Anxiety



“ As a third-year medical student involved in the development of a virtual reality experience addressing stress and anxiety, this project has been an enlightening journey. Engaging with faculty members and fellow students, we are not only creating an innovative educational tool but also meeting the social accountability mandate to improve access to mental health resources. Through this immersive experience, we aim to empower healthcare professionals and students with self-management strategies for stress and anxiety. The aspiration is that the learning experiences will translate into practice.”

– **Pooyan Sekhavati**, 3rd year medical student, University of Ottawa

The study, in collaboration with the University of Alberta, seeks to enhance the success of the initial prototype of the virtual reality (VR) Scuba for Self-Management of Stress and Anxiety by developing a customized VR application for the Self-Management of Post-Traumatic Stress Injuries (PTSI) in First Responders and Emergency Healthcare Workers, piloting the intervention in Alberta and Ontario to assess its psychological support and benefits in alleviating symptoms and improving mental health outcomes, with the overall goal of empowering users in coping and managing their PTSI.

Study: Virtual Reality for the Self-Management of Post-traumatic Stress Injuries



“ During my second and third year of medical school, I’ve been engaged in a project focused on developing a virtual reality experience designed to aid in the self-management of post-traumatic stress injuries (PTSI) among first responders and emergency healthcare workers. This endeavour has not only been a fantastic educational journey but also a meaningful exploration into the critical intersection of technology and mental health support. By addressing the unique challenges faced by these dedicated professionals, we are not only creating an innovative tool but also fulfilling our social accountability mandate to enhance mental health resources. This immersive endeavour aims to provide a comprehensive understanding of PTSI, fostering empathy and equipping our frontline heroes with effective coping strategies. It is a testament to the department’s commitment to advancing mental health support in our community.”

– **Kathleen Qu**, 3rd year medical student, University of Ottawa

Research and Indigenous Health Medical Education

The study addresses the lack of tools for evaluating Indigenous teachings in undergraduate medical education by employing a mixed-methods approach, including a scoping review, surveys, and interviews, to examine Indigenous health topics and anti-racism content in medical curricula and develop an Indigenous anti-racism assessment tool for evaluating anti-racism teaching material.

Study: Understanding Indigenous health education and exploring Indigenous anti-racism approaches in undergraduate medical education



“As the Director of Gesgapegiag Health and Community Services, Gesgapegiag First Nation, I am deeply grateful for the opportunity to collaborate and contribute to the project focused on understanding Indigenous health education and exploring anti-racism approaches in medical education. This partnership with the Department is a crucial step towards improving healthcare for Indigenous peoples. Together, we are fostering a collaborative dialogue that not only recognizes the unique health needs of our community but also strives for equity and cultural competence in medical education, ultimately enhancing the quality of care for Indigenous individuals and families.”

– **Amanda Larocque**, Director of Gesgapegiag Health and Community Service



“As a medical student, exploring the current state of Indigenous Health education at the undergraduate medical education level and exploring Indigenous anti-racism approaches has been a transformative journey. It’s not just about acquiring knowledge; it’s about embracing a perspective that values cultural humility, challenges biases, and fosters a deeper understanding of health disparities. My experience in this research project has not only enriched my medical education but has also ignited a commitment to contribute meaningfully to equitable and culturally competent healthcare.”

– **Nibras Ghanmi**, 3rd year medical student, University of Ottawa



**WE ARE
INNOVATIVE**
THE PROJECT MANAGEMENT OFFICE

THE PROJECT MANAGEMENT OFFICE

The Project Management Office (PMO) in the Department of Family Medicine (DFM) is responsible for coordinating the development of **innovative** resources and ensuring their alignment with the DFM's mandate and Strategic Plan. Drawing on a multidisciplinary team, the PMO provides support and expertise in all areas of digital content development with the aim of meeting the rapidly evolving needs of our learners, faculty and staff.

Outcomes of Training Project and Curriculum Renewal

In 2023, our department was committed to the Outcomes of Training project (OTP). In March 2023, Dr. Madeline Montpetit, the Complex Systems Navigator, and Dr. Douglas Archibald, the Developmental Evaluator, kicked off the project, and a project team was created in April 2023. Site-wide roadshows followed, which facilitated open forum discussions to assess the readiness for a 3-year program. These discussions included strategizing how to further our curriculum renewal efforts. The DFM met its deliverable for the OTP, which was the submission of the draft Curriculum Renewal Report. Our priorities, timeline and process will continue to evolve, with the work continuing through 2024.

“The goal of CFPC's Outcomes of Training Project has always been for family medicine programs to create a curriculum renewal plan. The implementation of the Residency Training Profile is still moving forward even though a third year of training will not be an option. Family Medicine training programs are tasked with creating a curriculum renewal plan that addresses graduate preparedness and intention for comprehensive care with a planned and better supported transition to practice; training to the full scope of the discipline as defined by the Residency Training Profile; training for interprofessional team-based care; care to underserved populations and communities, with opportunities for community engagement and service learning; and finally, skill building to meet changing societal needs.”

– Dr. Doug Archibald

Dr. Denice Lewis, our Curriculum Director, who was integral to the curriculum renewal planning, recapped the impact of this work:

“The process of curriculum renewal, coupled with our own ongoing internal quality improvement initiatives, has helped us to conceptualize a refreshed approach to training family physicians who are motivated to enter comprehensive family medicine practice. We are taking a philosophical approach to education that focuses on a strong sense of belonging in our profession along with activities to increase preparedness in effective training environments. In addition to our locally identified needs, we will incorporate the CFPC's training priorities which include training to full scope, exposure to caring for underserved populations, and strengthening existing curricular elements regarding home and long-term care, addictions and mental health, emergency and acute care, Indigenous health, health equity and anti-racism, virtual care and health Informatics.”

– Dr. Denice Lewis

OUR INNOVATION

Leveraging New Tools and Technology

MedCORE Development

As part of the project's Phase 1, we have continued working closely with the Education and Faculty Affairs teams to assess and implement their needs for the MedCORE database, which manages academic and administrative records of faculty, preceptors and learners. We have built a working demo for staff to test, including learner profiles, learner search components, and faculty information pages. Feedback gathered from the staff testing will guide refinements to existing features and inform further database development in Phase 2.

Innovation Portal

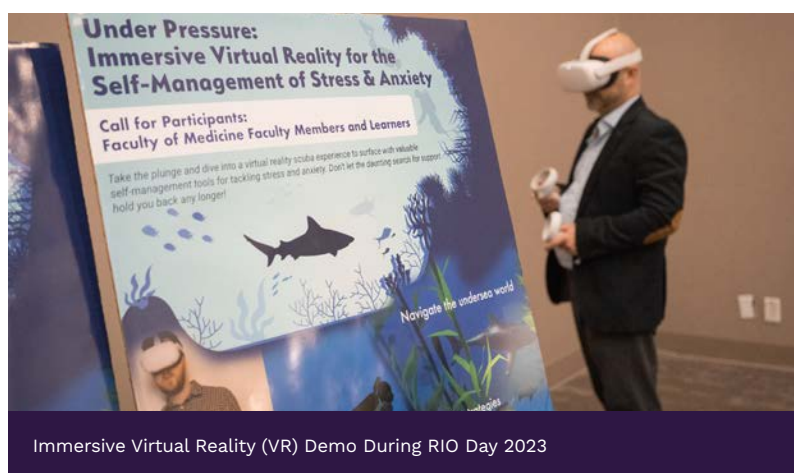
The Department of Family Medicine launched the Innovation Portal in September 2023, a website dedicated to housing all the custom applications, games, and projects developed by the department. Inspired by the forward-thinking vision outlined in our 2021-2026 Strategic Plan, the Innovation Portal aims to revolutionize education within our department, catering to the needs of the next generation of faculty members and learners.

The **Innovation Portal** offers family medicine learners immersive, dynamic, and ever-evolving educational experiences through interactive e-learning modules, podcasts, apps, and Virtual Reality (VR).

This year saw the launch of the **My Patient is a Veteran project**, a nationwide initiative combining online modules and podcasts developed to improve the delivery of primary care to Veterans. This resource will be offered to all Canadian medical schools and available to family physicians and other care providers nationwide. In addition, the content will be part of the Canadian Armed Forces' Basic Medical Officer Course (BMO) and has been distributed to the 31 countries forming the North Atlantic Treaty Organization (NATO).

The **Anti-Racism Curriculum (ARC)** e-learning modules were delivered for the second time as part of the PGY1 cohort this year. Spearheaded by Dr. Denice Lewis, our Curriculum Director, these modules facilitate learners' exploration of concepts such as race and systemic racism, intersectionality, individual discrimination and unconscious bias.

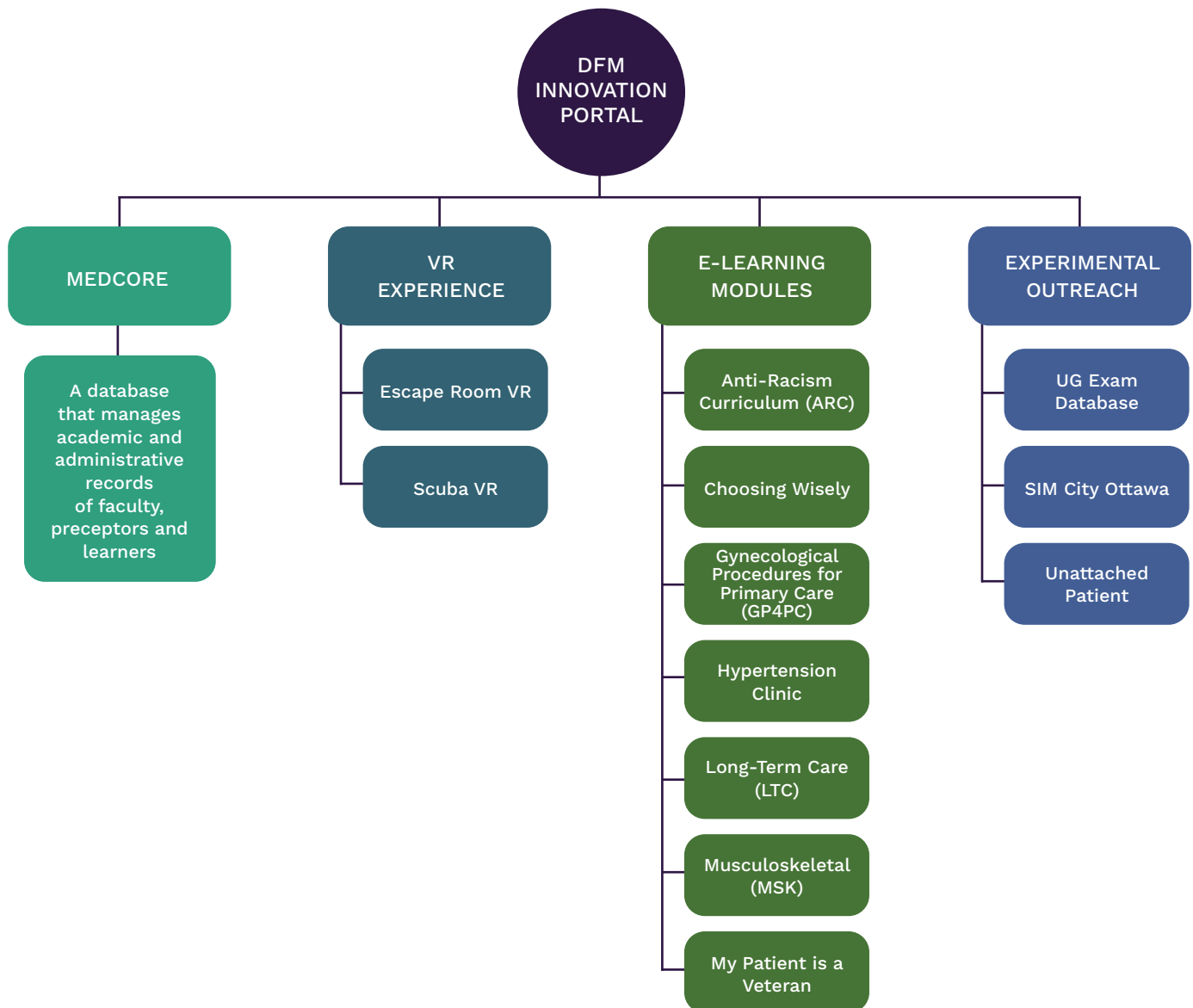
Pilot testing of another **VR app, VR Scuba for Self-management Stress and Anxiety**, concluded in March of 2023. In collaboration with Queen's University, the DFM project team collected data from learners who tested and evaluated the experience, whose aim is to teach stress and anxiety management techniques. This project was featured on the CBC in March 2023: <https://youtu.be/AztxBknSFqI>. It was also made available as a demonstration for participants at the Research, Inquiry and Opinion (RIO) Day in June 2023.



Building on the success of the initial Stress and Anxiety prototype, the application has been expanded through a partnership with the University of Alberta with funding provided by the Government of Alberta. The VR application will now be able to aid the **Self-Management of Post-Traumatic Stress Injuries (PTSI) in First Responders and Emergency Healthcare Workers**. Testing is underway, with the goal of better understanding how this learning tool might alleviate symptoms of PTSI and potentially improve mental health outcomes in this population.

In the realm of mobile app development, Dr. Kheira Jolin-Dahel’s **SIM City Ottawa** prototype has entered its first testing phase. The game is designed to give learners a glimpse into life as a practicing family physician and involves making professional and personal decisions that align with one’s core values. Furthermore, Dr. Maddie Venables, our Academic Research Advisor and Senior Research Associate, led a team to create a prototype of the **CHAT App**, a system that matches patients to primary care providers regionally, based on both patient and provider preferences.

DFM Innovation Portal



WE ARE AMBITIOUS

OUR PEOPLE



OUR PEOPLE

We continue to be grateful to our learners, our faculty and our staff who strive every day, hand in hand, to contribute to the department's success in leading locally, nationally, and beyond. Our department is comprised of **talented** and **ambitious** faculty, learners and staff, all of whom play a crucial role in our department's achievements.

2023 was a remarkable year, with many of our people celebrated through their research, teaching, and innovations. Our ideas are big, along with our hearts, and we are proud to share the space with our dynamic people who are the foundation of what we do and stand for.

2023 AWARD WINNERS



National and Provincial Award Recipients: **4**
Local Award Recipients: **9**
Internal, Department of Family Medicine Award Recipients: **15**

National and Provincial Award Recipients

College of Family Physicians of Canada (CFPC)

Dr. Michelle Anawati

Award: College of Family Physicians of Canada (CFPC) Fellowship in the College of Family Physicians of Canada (FCFP)

Ontario College of Family Physicians (OCFP)

Dr. Danielle Brown-Shreves

Award: OCFP Regional Family Physician of the Year Award for Region 3 – East

Dr. Danielle Brown-Shreves

Award: The Ontario recipient of the College of Family Physicians of Canada (CFPC) Reg L. Perkin Family Physician of the Year Award

Family Medicine National Education Administrator (FMNEA) Award

Kim Rozon Family Medicine Education Manager

Award: Family Medicine National Education Administrator Excellence Award

Local Award Recipients

University of Ottawa, Faculty of Medicine Awards of Excellence

Dr. Isabelle Burnier

Award: Award for the Promotion of the Francophonie

Dr. Daniel Myran

Award: Early-career Researcher of the Year – Public Health and Epidemiology

Dr. Eric Wooltorton

Award: Francophilie Award

Oksana Sasovska (staff)

Award: Innovation Award

Maddie Venables (staff)

Award: Promotion of the Francophonie and Francophilie Award

University of Ottawa, Faculty of Medicine Awards in Education

D^{re} Rayan Delbani

Award: le prix du meilleur moniteur de portfolio en ligne de l'année, volet francophone

D^{re} Marie-Isabelle Desrosiers

Award: le prix de l'éducateur pour la Compétence « être humain », volet francophone

Dr. Parisa Rezaiefar

Award: Teaching Skills Attainment Award with Distinction (Level 3)

University of Ottawa, Faculty of Medicine, Department of Innovation in Medical Education - Meridith Marks Day 2023 - Best Poster Presentation

Chandra Landry (staff)

Best Poster: "An innovative approach to CaRMS applicant dossier reviews at the Department of Family Medicine, University of Ottawa"

Department of Family Medicine Award Recipients

Department of Family Medicine Awards

Dr. Alykhan Abdulla

Award: Mentorship Award

Dr. Michelle Anawati

Award: Undergraduate Educator of the Year

Dr. Elise Azzi

Award: Educational Leadership and Teaching Award

Dr. Simone Dahrouge

Award: Mentorship Award

Dr. Richard Johnson

Award: Outstanding Faculty Award

Dr. Peggy Kleinplatz

Award: Scholarly Achievement Award

Dr. Michael Malek

Award: Outstanding Faculty Award

Dr. Lydia Richardson

Award: Educational Leadership and Teaching Award

Dr. Taunia Rifai

Award: Clinical Preceptor Award

Dr. Jason Trickovic

Award: Scholarly Achievement Award

Kim Beaubien (staff)

Award: Service Excellence Award

Melissa Radcliffe (staff)

Award: Behind the Scenes Award

Department of Family Medicine Best Poster at the 2023 Annual Faculty Retreat

Dr. Jolanda Turley

Best Poster: “Post-Pandemic Team Reflection by means of Graphic Facilitation”

Dr. Anna Wilkinson

Best Poster: “To Screen or Not? Breast Cancer Screening for Women 40-49 – impacts on stage distribution and net survival”

Department of Family Medicine, Undergraduate Medical Education (UGME) Internal Award

Dr. Annabelle Pellerin

Award: 2023 Undergraduate Preceptor of the Year Award

Academic Promotions

We are proud of our seven faculty members who achieved Academic promotion in 2023 for demonstrating excellence in their careers and contributing to the Research, Clinical, and Educational mandate of the Department of Family Medicine.

- **Dr. Claire Kendall** – Promoted to Full Professor
- **Dr. Barbara Farrell** – Promoted to Associate Professor
- **Dr. Roland Halil** – Promoted to Associate Professor
- **Dr. Parisa Rezaiefar** - Promoted to Associate Professor
- **Dr. Ben Robert** – Promoted to Associate Professor
- **Dr. Jean Roy** – Promoted to Associate Professor
- **Dr. Melanie Willows** – Promoted to Associate Professor

Academic Reclassifications

We are proud to recognize the 13 faculty members who were appointed to the rank of Assistant Professor in 2023 for their meaningful and focused contributions within the Department of Family Medicine.

- **Dr. Danielle Brown-Shreves**
- **Dr. Marie-Isabelle Desrosiers**
- **Dr. Rohit Gandhi**
- **Dr. Martha Holt**
- **Dr. Jocelyn Howard**
- **Dr. Richard Johnson**
- **Dr. Lara Kent**
- **Dr. Lei Ma**
- **Dr. Veera Mirdavoudi**
- **Dr. Anne Monahan**
- **Dr. Taunia Rifai**
- **Dr. Leah Smith**
- **Dr. Austin Zygmunt**

MEEGWETCH THANK YOU



2023 Annual Report
Department of
Family Medicine

