

A Roadmap to 2020

NOSM's Whole School Strategic Action Plan

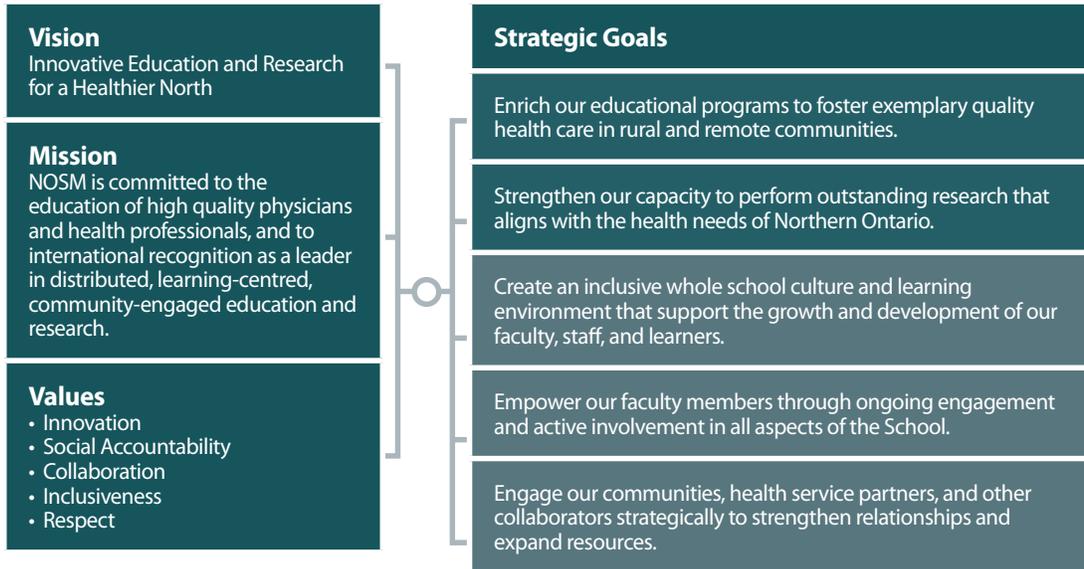
Effective July 1, 2015 - June 30, 2020



Northern Ontario
School of Medicine
École de médecine
du Nord de l'Ontario
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Strategic Plan 2015-2020: Our Five Year Focus

Consistent with our social accountability mandate, and guided by our mission, vision, and values, five strategic goals are at the heart of the Northern Ontario School of Medicine's (NOSM) new Strategic Plan:



Based on these goals, we have developed an Action Plan, which integrates activities across the Northern Ontario School of Medicine's wider campus of Northern Ontario.

CONNECTING THE ENTIRE NOSM CAMPUS

A primary focus for the next five years is the development of a collaborative, inclusive NOSM community across our entire Northern Ontario-wide campus. In some cases, this will mean creating formal structures to connect people as well as building a sense of belonging and connectedness as part of the School. Priority groups include our 1300+ clinical faculty, the many researchers, and our community partners—all situated across Northern Ontario.

To achieve this focus by 2020, NOSM will have:

- Strengthened collaborative relationships with regional and community partners, including: the Northern Ontario Academic Medicine Association (NOAMA); Local Education Groups (LEGs); Local NOSM Groups (LNGs); Site Administrative Coordinators (SACs); Academic Health Sciences Centres (AHSCs); and, other teaching hospitals/health services.
- Worked with Northern Ontario health professionals to create functional and supportive clinical and education networks that enable collaboration to effectively carry out teaching and research, as well as clinical care.
- Identified the breadth of health research initiatives in Northern Ontario and facilitated collaborative research activities to better tackle the health priorities of Northern Ontario.
- Enhanced our relationship and multi-directional communication strategies across the School and communities to foster a sense of belonging to the Northern Ontario School of Medicine.
- Strengthened relationships and agreements with communities, reinforcing our commitment to social accountability and confirming our mutual understanding of shared interests.
- Strengthened collaborative relationships with Universities and Colleges in Northern Ontario that support the training of health professionals.

SUSTAINING AND ALIGNING NOSM'S INFRASTRUCTURE, LOGISTICS, AND LEADERSHIP

As NOSM turns the corner from start-up to sustainability, we will strengthen our organizational effectiveness and develop a positive, collaborative work culture, and achieve more streamlined and efficient operations, making the best use of all available resources.

To achieve this focus, by 2020 NOSM will have:

- Implemented a comprehensive plan, emphasizing leadership succession planning, staff and faculty orientation programs, and cultural competence training. This will ensure that staff and faculty are supported from their first day at NOSM, and have access to support in developing their careers.
- Sustainable Continuing Education and Professional Development (CEPD) for staff and faculty, including an enhanced CEPD program that is responsive to the needs of faculty across Northern Ontario.
- A sustainability plan for key elements of our infrastructure, including library services, educational resources, information technology, and research laboratories and resources.
- A sustainable financial strategy that supports the implementation of our strategic priorities, inclusive of a whole school budget process, investment planning, new revenue streams, and a robust advancement (fundraising) plan.
- Policies, procedures, and service standards that support a positive and effective work culture, and deeply embed NOSM's commitment to social accountability in all aspects of NOSM's operations. Priority areas of development include faculty and community engagement, and academic and clinical scheduling.
- Implemented initiatives to support healthy and safe working and learning environments across NOSM.

GROWING OUR CULTURE OF CONTINUOUS IMPROVEMENT AT NOSM

In order to effectively meet the needs of communities and support our faculty, staff, and learners, NOSM must embrace a Continuous Quality Improvement (CQI) philosophy for education, research, and administration. By continuously measuring and monitoring important indicators, NOSM staff and leadership will identify and address key areas for improvement that will ensure that we continue to be socially accountable and deliver innovative, high-quality education and research for a healthier North.

To achieve this focus by 2020, NOSM will have:

- Developed a Continuous Quality Improvement philosophy and approach for:
 - each academic program.
 - NOSM's research portfolio.
 - NOSM's infrastructure and operations.
- A CQI cycle that includes internal quality indicators that are:
 - aligned with NOSM's social accountability mandate, vision, mission, values, and academic principles.
 - aligned with educational best practices and program innovations to promote excellence in each program.
 - aligned with accreditation standards to foster a state of continual accreditation readiness.

EXPANDING RESEARCH IN THE NORTH FOR THE NORTH

To advance its vision of “education and research for a healthier North,” NOSM is in the process of developing advanced education leading to Masters and Doctoral degrees in Medical Studies, designed to meet the needs of community faculty and others. NOSM will strengthen its capacity to conduct research of significance for our diverse communities and geography to align with our social accountability mandate.

To achieve this focus by 2020, NOSM will have:

- Masters and PhD programs in Medical Studies, designed for community clinicians and others, including:
 - a focus on health professional education, remote rural health, global health, public health, and others.
 - formal training in rigorous approaches, tools and methodologies to provide the foundation for quality research across Northern Ontario.
- Developed a compendium of research activity and resources for Northern Ontario Health Researchers, including:
 - Sources of information about research conducted in Northern Ontario.
 - Resources and support for conducting quality research.
 - Sources of information about available research funding and collaborative partnerships.
- Advanced our research programs to be responsive to health issues of importance to the people of Northern Ontario, including the establishment of Research Chairs that focus on priority health concerns and enhanced capacity to evaluate large health information datasets for health systems research.
- Developed strategies to ensure that research leads to practical improvements in clinical practice, health care, health outcomes, and education.
- Integrated scholarly activity including quality improvement and research throughout Undergraduate Medical Education (UME), Postgraduate Education (PGE), Health Sciences (HS), Interprofessional Education (IPE), and Continuing Education and Professional Development (CEPD) programs.

LEADING AT HOME AND BEYOND NORTHERN ONTARIO

NOSM is now established as a leader in a socially accountable medical education, distributed, community-engaged learning, and more. We will enhance our place with influential organizations and decision makers in Ontario, and beyond. This will allow us to influence the medical education environment and accreditation standards that affect our ability to continue to grow and innovate in ways best suited to our Northern Ontario environment. It will also help us to gain the visibility and recognition that are essential to NOSM's sustainability.

To achieve this focus by 2020, NOSM will have:

- Faculty and leaders at all important provincial and national tables, including the Canadian Association for Medical Education (CAME), Royal College of Physicians and Surgeons of Canada (RCPSC), College of Family Physicians of Canada (CFPC), Ontario Medical Association (OMA), Ontario College of Family Physicians (OCFP), or others.
- Strengthened partnerships with province-wide organizations to enhance these organizations' effectiveness in Northern Ontario, such as Ontario Telemedicine Network (OTN), HealthForceOntario, and Public Health Ontario.
- Contributed to the success of provincial, national and international organizations and networks of which NOSM is a member and which, in turn, benefits NOSM. Examples include the Canadian Association for Medical Education (CAME), Council of Ontario Faculties of Medicine (COFM), Training for Health Equity network (THEnet), The Network Towards Unity For Health (TUFH), Consortium for Longitudinal Integrated Clerkships (CLIC), or others.
- Fostered multi-lateral two-way communication with other health professional schools in Canada and world-wide through learner, faculty, and staff exchange and joint initiatives in ways that benefit NOSM and Northern Ontario.
- Implemented a communications strategy that raises NOSM's profile among Northern Ontarians, the philanthropic community, and the public and private sectors.



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