



2024 Progress Report



2024

Review

Table of Contents

Executive Summary	1
Our Mission / Our Values	5
Achievements	6
Education	8
Research	11
Engagement	13
Francophonie	15
Internationalization and Global Health	17
External Relations, Engagement and Advancement	19
Social Accountability	21
Operations	23
Faculty of Medicine Highlights	25
Research Funding	28
2025–2030 Strategic Plan	29

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Executive Summary

Congratulations to the Faculty of Medicine for a remarkable five years of “*Leading Innovation for a Healthier World!*”

I am delighted to present the fifth edition of our annual Progress Report on behalf of the Executive Leadership Team of the University of Ottawa Faculty of Medicine. This year marks a significant milestone as we reach the final phase of our 2020–2025 Strategic Plan, “*Leading Innovation for a Healthier World.*” As we move forward, the 2024 Progress Report gives us the opportunity to reflect on another year filled with notable achievements in Education, Research, Engagement, Francophonie, and Internationalization and Global Health, as well as significant milestones in Social Accountability, External Relations and Operations, which are all closely aligned with the priorities and ambitious goals set forth in our Strategic Plan.

Over the past five years, the Faculty of Medicine has reached extraordinary milestones under its first-ever Strategic Plan. This feat is even more impressive considering the unique challenges we collectively faced from the launch of the plan in January of 2020. The global pandemic reshaped our world and made us rethink many aspects of our daily lives as we also refocused our commitment to our academic mission while continuing to address the health needs of the communities we serve.



We can all take great pride in being part of such an incredible team of world-class and dedicated learners, staff and faculty members who, despite numerous challenges, pivoted quickly and adapted how we teach, work and innovate, particularly through the increased integration of telemedicine, virtual learning and remote work. Throughout the five-year Strategic Plan, the Faculty of Medicine has made immense progress with multiple remarkable accomplishments, as showcased in our annual Progress Reports. Thanks to the contributions of everyone, there is so much to celebrate. Reflecting on these years, it is inspiring to look back on some of the incredible success stories that have emerged along the way.

In education, the Faculty of Medicine saw the expansion of undergraduate and postgraduate medical education as mandated by the province. Alongside this growth, numerous dedicated faculty members have worked tirelessly to develop new and forward-thinking academic programs. Among these is the School of Pharmaceutical Sciences, created in 2023 and offering a four-year French-language undergraduate PharmD program in pharmacy aimed at meeting the need for francophone and bilingual pharmacists in minority communities. Several exciting programs have also been introduced in Graduate and Postdoctoral Studies, including an integrated BSc with MSc and PhD program in Translational and Molecular Medicine, a Master of Public Health, a Master of Applied Science in Anatomical Sciences Education, a Maîtrise en éducation d'enseignement en santé, a PhD in Bioinformatics, and an MSc and PhD in Clinical Science and Translational Medicine. Numerous other programs are currently under development, each poised to advance the mission of educational excellence and community-focused health care. Finally, still on the educational front and aligned with our commitment to our communities, the Faculty launched the Centre for Innovation in Medical Education, established the Office of

Social Accountability, created the Centre for Indigenous Health Research and Education, and recently established the Centre of Excellence for Healthcare Leadership.

In research, we saw the expansion within the Faculty of the Canada Research Chair and Clinical Research Chair Programs. Building on the lessons learned after three years of the COVID-19 pandemic, researchers from across Canada joined forces to create the Canadian Pandemic Preparedness Hub (CP₂H), co-led by the University of Ottawa (in partnership with The Ottawa Hospital) and McMaster University. The hub is a strategic partnership to enable Canada to become internationally competitive in the translation of novel biotherapeutic discoveries from academic laboratories and industry settings into clinical testing and commercialization. This unique collaboration between industry, academia, government and health care institutions will allow Canada to pivot quickly and protect the health of Canadians should another epidemic or pandemic emerge. In 2023, uOttawa was awarded its first-ever Canada First Research Excellence Fund to support the Brain-Heart Interconnectome (BHI) program with a total award of \$109 million. One of only 11 large-scale projects selected nationally for this competition, the BHI unites experts from uOttawa and affiliated research institutes, McGill, the University of Saskatchewan and more than 45 other academic, industry, government and non-profit partners to lead the global effort to improve the diagnosis, treatment and prevention of interconnected brain and heart conditions. Finally, after years of planning and development, the construction of the world-class Advanced Medical Research Centre (AMRC) is currently underway, which will provide a new home for some of the Faculty's research teams and state-of-the-art core facilities.

Under engagement, the Relationship Committee representing the Faculty of Medicine and its clinical faculty members was pleased to

introduce new procedures that streamline academic appointments, reviews, renewals and promotions. The Faculty has also implemented a broader wellness strategy as well as mentorship programs, reinforcing our commitment to the well-being of every member, which remains our highest priority. Additionally, the Faculty of Medicine has created robust awards programs for learners, staff and faculty achievements. Efforts in equity, diversity and inclusion (EDI) have included comprehensive seminars and unconscious bias training. Faculty and trainees were offered workshops on anti-bias, anti-racism and allyship. Mentorship programs continue to support women faculty, Black medical students and residents, sexual and gender minorities and postdoctoral fellows. Regarding strategic planning, substantial progress has been made through working groups focused on EDI action plans and reports. Strategic priorities include EDI policies, fostering an inclusive culture, enhancing recruitment and recognition, advancing research and scholarship, and improving data collection and systems review.

The Francophone Affairs office of the Faculty of Medicine is dedicated to the vitality of la francophonie within the Faculty by creating a dynamic and inclusive environment in which linguistic diversity promotes research and medical and health education in all fields, such as graduate studies, pharmacy and medicine. In 2003, Francophone Affairs established a partnership with the Université d'Abomey-Calavi in Benin, which would transform the learning experience of a hundred or so francophone doctors and shape their personal and career



paths. Since then, every year, francophones studying or completing a residence at the Faculty of Medicine have traveled to Benin for a four-to-five-week internship with a team made up of doctors and other Canadian health care professionals. A uOttawa team visited Benin in

February to mark the 20th anniversary of this fruitful partnership, celebrate the positive that has come from it, and discuss the future. The two parties enthusiastically agree on the rich value of the partnership and wish to strengthen it, in terms of student mobility as much as research and knowledge exchange. Last year (2023) marked the inauguration of the undergraduate Doctor of Pharmacy (PharmD) program in French after five years of dedicated effort, illustrating the Faculty's commitment to expanding French-language education across a wider range of health programs. This program will allow for better access to pharmaceutical care in French within francophone minority communities across the country, thereby addressing a need clearly identified surrounding the creation of this program.

The International and Global Health Office (IGHO) continues to make great strides in its commitment to global health and international partnerships. These efforts have manifested in various international collaborations and initiatives that further the Faculty's dedication to fostering health care excellence, research and education on a global scale. IGHO coordinated the review and renewal of several key international partnerships across the globe to ensure impactful and diverse partnerships in areas of common strength, aiming to create increased internationalization

and global health mobility as well as research opportunities for both learners and professors. Exciting collaborations have taken place with our preferred partners to expand both clinical and research activities in several countries, including China, France, Japan, Benin and the Middle East. The escalating urgency of the climate crisis and its repercussions for global health emboldened the Faculty to take a leadership position in finding and implementing solutions. To help create a sustainable, ecologically friendly future, the Faculty embraced planetary health as part of its 2020–2025 Strategic Plan. Since his groundbreaking appointment, the Faculty’s inaugural director of planetary health has been taking a strategic, broader-lens look at identifying solutions for decreasing the carbon footprint of the medical field. The director of planetary health and colleagues have earned new recognition as sustainability leaders who are creatively harnessing the power of innovation and collaboration to inspire climate action and develop solutions.

As Ottawa emerges as one of the globe’s leading health innovation centres, the University of Ottawa along with major health organizations across the region are transforming health education, health research, health innovation and health care with the creation of the Ottawa Academic Health Network (OAHN). Together, we are bridging cutting-edge research and discovery with educational excellence and clinical practice right here in the nation’s capital. Participants in the newly created network include all affiliated academic health science centres and hospital-based research institutes. Building on the success of the University–Hospital Health Research Network and bringing all affiliates under a single agreement enhances our alignment to meet academic goals, enhance interdisciplinary collaboration and better serve our communities in the training of doctors, nurses and many other health professionals, as well as the next generation of scientists.

As you explore the Faculty of Medicine’s progress over the last 12 months, you’ll see that 2024 has been another year of remarkable success across various areas of priority, accompanied by the development of additional opportunities. Our achievements have stemmed from working collaboratively and fostering strong relationships, as well as supporting one another through both the good and the challenging times. Creating an inclusive, diverse and respectful environment, coupled with clear communication and transparency, has been fundamental to our success.

Looking to the future, we are excited to have launched our 2025–2030 Strategic Plan and to develop the actionable blueprint that will guide us for the next five years, as we continue leading innovation for a healthier world and paving the way for many more years of growth, success and innovation.

Bernard Jasmin, PhD
Dean and Professor





Mission and Values

Our Mission

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

Our Values

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

Achievements



Education

- Inaugurated an Indigenous Garden at the Faculty of Medicine campus to open dialogue and reflect on Indigenous traditional medicines.
- Underwent an accreditation visit of the Postgraduate Medical Education (PGME) office and all PGME programs.
- Successfully launched new graduate programs, including the Clinical Science and Translational Medicine graduate program and the Master of Applied Science in Anatomical Sciences Education.
- Celebrated 20 years of Mini Medical School; Continuing Professional Development (CPD) continues to develop innovative educational offerings for internal and external organizations.

Research

- Sustained excellence in securing external research funding and continued building capacity through faculty recruitment, including more than 20 Canada Research Chairs either secured/renewed or allocated to the Faculty.
- Advanced the Faculty's emerging priorities via the creation of a director of medical AI position, launching an Equity, Diversity and Inclusion (EDI) Action Plan for Research, and securing philanthropic funding for transformational research impacting the communities served by the Faculty.

- Fostered increased collaboration with local, national and international partners, including the continuous progress on the Ottawa Academic Health Network (OAHN), creation of a novel Core Facilities Oversight Committee, and establishment of key strategic research agreements.
- Construction of the new Advanced Medical Research Centre (AMRC) is officially underway, with final lab design and programming completed by end of year.

Engagement

- Ongoing direct and indirect consultation with postgraduate programs on communicating and supporting wellness initiatives.
- Reviewed and updated the Faculty's Accommodations Policy to support more streamlined implementation of trainee accommodations.
- Conducted presentations on professionalism boundaries to raise awareness of available supports within the Faculty.
- Facilitated a Program Directors' Half-Day educational session on how to identify and manage common wellness issues among learners.

Francophonie

- Successfully planned *les Journées Montfort* welcoming over 150 participants from across Canada to discuss topics of medicine and research.
- Organized an Acfas symposium, titled *Démocratiser la santé : la santé durable dans la francophonie*, in partnership with the *Chaire de recherche en santé durable*.
- Undertook official visit in Benin to celebrate 20 years of partnership with the Université d'Abomey-Calavi.

Internationalization and Global Health

- Significant event marking a milestone of collaboration between the Faculty of Medicine and Shanghai Jiao Tong University School of Medicine (SJTUSM).
- Enriched the planetary health mandate with the foundation of a Planetary Health Research Laboratory.
- Strengthened commitment to leadership development through offering various activities to international delegations.
- Fostered ties with international partners throughout the world, including Thailand, the United Arab Emirates (UAE), the Middle East, China and France.





Education

Since the inception of the Strategic Plan in 2020, the Faculty community has witnessed tremendous growth in education. This progress is a testament to the Faculty's collective efforts and dedication, and there is much to be proud of. However, the Faculty recognizes that there is always room for growth, and so remains committed to welcoming new innovations and technologies that will further expand the Faculty's capabilities and drive continued excellence.

The recent Convocation ceremony was a momentous occasion, celebrating the achievements of medical residents, undergraduate medical education graduates, master's and PhD program graduates, and Translational and Molecular Medicine (TMM) graduates. This event highlighted the diverse and accomplished community within the Faculty.

Additionally, the White Coat Ceremony remains a cornerstone of the academic tradition, marking the entry of learners into their respective professions and symbolizing the highest standards of professional behaviour expected in both academic and clinical settings. The ceremony is guided by the Faculty of Medicine's core values, reinforcing commitment to excellence and integrity.

The Faculty is thrilled to share some great news from the Centre for Innovation in Medical Education (CiMED), which has been actively

engaged in planning and executing its priorities this year.

CiMED has implemented all five pillar programs of teaching excellence, educator development, education scholarship, educational products and services, and networks and community-building. The Centre has increased medical education grant funding 14-fold to pursue its mission of better supporting medical education research at the Faculty. Excitingly, the faculty development planned for the Centre now delivers on-demand, targeted courses, and will host upcoming Undergraduate Medical Education (UGME) and Postgraduate Medical Education (PGME) retreats with intensive faculty development planned for each program. As a final note from the senior vice-dean of medical education, the University of Ottawa Skills and Simulation Centre (uOSSC) continues to expand its interprofessional education at a significant rate.

In 2024, the UGME program introduced key updates to enhance student education and align with the 2025 Medical Council of Canada exam changes, including replacing clinical decision-making questions with high-quality, multiple-choice questions. Curriculum updates feature the integration of planetary health objectives for the MD class of 2028 and finalizing Distributed Medical Education (DME) Week with external placements. The adoption of the Telus Collaborative Health Record (CHR)

system has improved communication and data management, while the Talisma Customer Relationship Management (CRM) platform has streamlined student communications. The recent Committee on Accreditation of Canadian Medical Schools (CACMS) accreditation report highlighted strengths in social accountability and career advising but called for improvements in financial aid and debt management. Finally, a new program evaluation framework will drive continuous improvement, reflecting UGME's commitment to a dynamic learning environment.

The PGME office worked tirelessly to prepare for the accreditation of both the PGME office and all educational programs in May 2024. Despite the PGME team's excellent organization and planning, the report indicated there is much to be done to ensure adherence to standards at the PGME institutional level. The team will need the full support of its partners at the University of Ottawa and at the Faculty of Medicine to achieve success in the next accreditation visit in the spring of 2027. The best possible experience for both learners and medical educators will continue to be provided while the Faculty undertakes this work.

The Graduate and Postdoctoral Studies office is pleased to announce the launch of a new Clinical Science and Translational Medicine graduate program. This program has already seen significant success with its initial concentrations, providing new opportunities for students interested in pursuing research in clinical science and translational medicine. Additional concentrations are set to launch in 2025. This initiative is a key part of the Faculty's strategy to foster cutting-edge research and develop the next generation of leaders in these fields. The TMM program underwent a cyclical review aimed at evaluating and ensuring the quality and relevance of its academic programs. The Master of Applied Science in Anatomical Sciences Education program saw strong student interest this fall, underscoring

its appeal to students seeking advanced study in anatomy. In addition, the Graduate and Postdoctoral Studies office has undergone significant restructuring this year, aimed at optimizing internal processes and improving resource allocation; the office is now better positioned to support the growing demands of its programs and provide a higher level of service across the board.

The year saw significant achievements for the undergraduate Doctor of Pharmacy (PharmD) program, including receiving provisional accreditation in June from the Canadian Council for Accreditation of Pharmacy Programs (CCAPP). The granting of provisional accreditation is a crucial milestone for the program, validating the program's commitment to excellence and innovation while ensuring that professionals are properly trained to meet community needs. The end of the program's first year was also celebrated with the successful completion of the first cycle of community-based clinical placements by the inaugural Rx2027 cohort, providing valuable experience for students. On the faculty side, a record delegation of professors and pharmacists attended the 2024 Canadian Pharmacy Education and Research Conference. Additionally, several key initiatives have been realized for students; among the most notable are the creation of the Pharmacy Student Association and the Ambassador Program, as well as the appointment of senior and junior representatives to the Canadian Association of Pharmacy Students and Interns (CAPSI).

Over the past year, the Office of Continuing Professional Development (CPD) has hosted more than two dozen large conferences directed at both generalists and subspecialized audiences, supporting various clinical departments within the Faculty of Medicine. The office organized 24 public lectures, including the weekly "Mini-Med" series celebrating its 20th year, which featured clinicians and researchers from across the Faculty.

Additionally, the Office created a new series of “Crucial Conversations” offerings to support clinicians, resident physicians, administrators and leaders within the Faculty. Efforts also included arranging professional development and leadership training for faculty members, delivering online and hybrid offerings to engage and support clinicians throughout the eastern Ontario region and across Canada. The Office collaborated with Francophone Affairs and the Office of Social Accountability to deliver novel offerings to high school students, including Destination: Family Medicine, an event aimed at creating a pipeline to family medicine. Further, the Office is developing two asynchronous online courses for the Ontario Medical Association (OMA) as part of a professional development package for physician leaders.



Research



This year saw the University consolidate its place within Canada's top 5 medical doctoral universities for total research dollars and move into first place for scholarships and bursaries (Maclean's). Again, the Faculty of Medicine, together with its affiliated research institutes, has been a major contributor to maintaining this momentum, accounting for roughly 70% of total University of Ottawa (uOttawa) research revenues (\$489 million) and upward of 90% of all CIHR funding. The Faculty also reached its highest funding level and success rate for NSERC Discovery Grants and continued to grow its share of SSHRC funding. This success is in part due to careful allocation of resources in alignment with defined areas of strategic research priority. Overall, the Faculty celebrates and congratulates the continued success of its research teams in 2024 and looks forward to a number of exciting new initiatives in 2025 including, for example, the Ottawa Academic Health Network (OAHN)–University Research Chairs competition and five Canada Foundation for Innovation (CFI) projects totaling nearly \$80 million. The results of these competitions will undoubtedly have important impacts on the Faculty's research community in the coming years.

Despite financial uncertainty at the University level, the Faculty was able to maintain its recruitment efforts to ensure sustained growth of its existing and emerging priority areas for

research, as well as its innovative educational programs, including the recently created School of Pharmaceutical Sciences and the PharmD program en français. Moreover, the Faculty successfully secured 10 Canada Research Chairs (4 new awards and 6 renewals), while also positioning itself strategically to leverage the allocation of 13 Canada Research Chairs to support major research initiatives such as the Brain–Heart Interconnectome (BHI) and the Canadian Pandemic Preparedness Hub (CP₂H). These Research Chairs alone represent an investment of nearly \$20 million into the Faculty's research enterprise, supporting its strategic priorities in the long term.

During the Faculty's artificial intelligence (AI) planning retreat (AI governance), the creation of a Faculty-level leadership position in medical AI was established as a clear priority to build capacity and deliver on a vision for AI research moving forward. The Office of the Vice-President, Research and Innovation (OVPRI) developed the Terms of Reference for this position, and the position has now been approved by the Faculty's Executive Leadership Committee and Faculty Council. Additionally, the OVPRI has made it a priority to enhance equity, diversity and inclusion (EDI) and social accountability (SA) best practices

across the research community, supporting researchers with the integration of patient/community engagement and EDI principles in their research proposals and practices. The OVPRI has also taken a leadership role in promoting EDI more broadly; for example, it is developing an OVPRI EDI action plan and partnering with the SA and EDI offices to offer summer student research bursaries in these priority areas, as well as advocating for representation of the broad diversity of the Faculty of Medicine on committees and across research communications. The OVPRI EDI action plan outlines the Faculty's commitment to advancing and embracing inclusion, diversity, equity, accessibility and social justice (IDEAS) and supporting its research community to move from intention to action. As such, in 2024 the Faculty's Research Office launched a series of Research IDEAS workshops covering topics such as: i) Creating an inclusive research environment; ii) How to use (or not use) race in research; iii) Community and Indigenous engagement in research; and iv) Patient engagement in research.

The International Joint Institute for Neuromuscular Research, a joint lab between uOttawa's Éric Poulin Centre for Neuromuscular Disease (CNMD) and the Université Claude Bernard Lyon 1 Institut NeuroMyoGene (INMG), was one of five joint labs announced in the inaugural round of a new program by INSERM (*Institut national de la santé et de la recherche médicale*). The official signing between the parties took place in Washington, D.C. in October, recognizing a long history of collaboration, complementary strengths and scientific excellence in the field of neuromuscular research. This year, the Faculty also marked the 25th anniversary of the CNMD and, further enhancing the Faculty's world-class collaborative research environment, also hosted the prestigious 2024 Gairdner Lecture Series, featuring laureates Dr. Meghan Azad (2024

Gairdner Momentum Award) and Dr. Pascal Mayer (2024 Gairdner International Award). The Cores Oversight Committee was developed to harmonize policies and procedures related to core equipment facilities across the Faculty and affiliated hospital research institutes, to ensure that fair and consistent standards are used in the creation, review, resourcing and decommissioning of core facilities. The Committee also provides advice about strategic planning, management, and infrastructure renewal through the coordination and alignment of funding opportunities, such as from the CFI. In 2024, committee membership was expanded to include members from The Royal's Institute of Mental Health Research (IMHR) and the University of Ottawa Heart Institute (UOHI). Since its formation, the Committee has facilitated the harmonization of core-facility policies across the Faculty of Medicine. It has also resulted in the development of a modernized Terms of Reference for Core Facilities. To further optimize research resources, this year the Faculty developed a working group to understand the needs and processes required to facilitate new investigators moving their lab to the Faculty, resulting in the creation of laboratory move guidelines as well as a broad revamp of Faculty recruitment and onboarding processes.

In September 2023, the uOttawa Board of Governors approved a \$280-million budget and scope of work for the Advanced Medical Research Centre (AMRC). Construction began in May of this seven-storey, 350,000 ft², state-of-the-art facility that will house Faculty's research laboratories and leading-edge core facilities. 2024 was a big year, with completion of the final phase of functional programming and space design with PCL Construction and parking architects (January); the official ground-breaking and start of construction (May), and finalization of lab design moving from 33% to 99% by the end of the year.

Engagement

The Faculty of Medicine continues to foster a supportive, inclusive and professional environment for all members of its community. The Faculty Affairs office is deeply committed to enhancing engagement, inclusivity and professionalism within the Faculty of Medicine and the larger community. This commitment is reflected in a series of initiatives aimed at improving support systems for trainees, faculty members and staff while fostering a culture of wellness.

A key initiative is the review and update of the Faculty's Accommodations Policy. This effort, which is of utmost importance, will continue to focus on streamlining the process of implementing accommodations for trainees, ensuring that the policy is current, efficient and responsive to the needs of those it serves. By refining these policies, the Faculty aims to create a more supportive and accessible environment for all trainees.

The Faculty Affairs office has also been actively engaged in ongoing consultations with various postgraduate programs in support of wellness initiatives across the Faculty. These consultations have been instrumental in ensuring that wellness resources are both accessible and tailored to the specific needs of postgraduate trainees. A key component of these efforts is the Faculty Wellness Program (FWP) Seminar Series, offering a range of seminars designed to promote mental health,

resilience and overall well-being among residents and fellows. Through these seminars, the Program provides valuable tools, strategies and support mechanisms essential for maintaining a healthy work-life balance, managing stress and fostering a positive learning environment. This continuous dialogue with postgraduate programs reflects the commitment to prioritizing well-being and creating a culture where wellness is integral to the academic and professional experience.

Over the last year, the Office of Professionalism has conducted presentations on professionalism boundaries across various departments and divisions. These presentations raise awareness of the supports available at the Faculty of Medicine, reinforcing the importance of maintaining professionalism in all interactions. In tandem with these efforts, the Faculty is reviewing and updating its Professionalism Policy. This review includes the establishment of a new combined committee for undergraduate and postgraduate professionalism, ensuring a cohesive and comprehensive approach to maintaining professional standards across all levels of education.

Continuing education for program directors has also been a significant area of focus. By

providing ongoing education through initiatives such as the Program Directors' Half-Day, the Faculty has enhanced the ability of program directors to identify and manage common wellness issues among learners. This education ensures that those in leadership roles are well prepared to address challenges that may arise, contributing to a healthier learning environment.

The Faculty's commitment to equity, diversity and inclusion (EDI) is demonstrated through the development and implementation of the new Faculty of Medicine EDI Action Plan. Over the last two years, recommendations from five working groups—Inclusive Culture, EDI in Research, Recruitment and Recognition, Data Collection, and EDI Policies—were collected, thoroughly reviewed and integrated into a comprehensive plan that represents the collaborative effort to enhance equity, diversity and inclusion across the Faculty. The plan outlines specific strategies and actions to be undertaken, emphasizing the commitment to making tangible progress in these key areas of EDI. The overarching goal is to implement these recommendations during the 2024–2025 academic year, setting a clear path toward fostering a more inclusive and supportive environment.

The Office of EDI has played a crucial role in fostering collaborations across the University of Ottawa. Following training from the Black Health Education Collaborative, the Office is also instrumental in implementing the Black Health Primer in collaboration with Undergraduate Medical Education. As well, over the last two years the Office has developed and conducted training sessions on topics such as harassment, intimidation and unconscious bias, which

have been vital in educating medical students, resident physicians and hiring/recruitment committees. Additionally, the EDI Seminar Series, featuring local, national and international speakers, has provided valuable insights into various EDI-related topics, including Inuit health and trans people in higher education. Active mentorship for the University of Ottawa Black Medical Students Association (BMSA), sexual and gender minorities, and women faculty has also been a focus. Multiple meetings were held throughout the academic year to provide support and guidance to these communities.





Francophonie

With regard to the Francophone Affairs office, several important initiatives were carried out this year. The national conference *les Journées Montfort*, which brings together French-speaking physicians and other health professionals, took place in April and attracted around 150 participants from across the country. Participants had the opportunity to expand their knowledge and discuss current topics in medicine, health and research. This event helped strengthen connections among francophone health care professionals and promoted the latest developments in these fields.

In partnership with the *Chaire de recherche en santé durable*, a symposium was organized as part of the Acfas conference, titled “*Démocratiser la santé : la santé durable dans la francophonie.*” This symposium brought roughly 60 people together around the theme of health in minority francophone communities and ways for organizations and citizens to better manage their health. Part of the day was dedicated to social responsibility within the Faculty and the efforts made to better serve minority francophone populations in Ontario and across the country, including various activities led by Francophone Affairs.

Based on a needs study, Francophone Affairs launched a new continuing medical education program over 2023 and 2024. More than 500 francophone and francophile professionals participated, highlighting the relevance of

training in French. The continuing medical education program for 2024–2025 is available online.

During the summer of 2024, Francophone Affairs conducted in-depth reflection and strategic planning that helped clarify their vision, mission and short- and long-term impacts. This process has helped them to focus their actions more coherently and strengthen their commitment to the Faculty community.

In the fall, Francophone Affairs conducted an environmental scan to analyze current recruitment practices at the Faculty of Medicine and identify potentially under-represented groups. This will enable the development of targeted recruitment efforts to promote diverse and inclusive cohorts.

From this year onward, the office will fully assume its pan-Faculty role by promoting interprofessional collaborations within the Faculty of Medicine. This year, for the first time, PharmD students were invited to the welcome dinner for members of the French stream of the MD program, marking an important step toward greater integration. The office also organized a joint mini-course for the MD and PharmD programs, and the first meeting of class representatives included both groups. An expansion of these initiatives to other programs is planned, depending on capacity. With the creation of the Consortium national



de formation en santé (CNFS) activities coordinator position, the office has optimized its internal processes, resulting in improved engagement and service to CNFS cohorts. This increased coordination ensures more efficient management of activities and better support for student needs.

Francophone Affairs organized an official visit to Benin to celebrate the 20th anniversary of the Faculty of Medicine's partnership with the Université d'Abomey-Calavi. Held in February, the event brought together participants from Francophone Affairs, the International and Global Health Office (Faculty of Medicine), and the Office of the Vice-President, International and Francophonie (University of Ottawa), including the associate vice-president of la Francophonie. In addition to celebrating the past 20 years, there was talk of what's next and the desire to see this partnership grow.

Francophone Affairs offers several different initiatives in support of research and teaching. It successfully delivered the French-language research training microprogram for clinicians and research professionals, as well as a bursary program that introduced six undergraduate medical and pharmacy students to French-language research. In addition, they mentored three volunteer undergraduate medical students as part of the University of Ottawa's Partnerships and Community Engagement Program. The office collaborates in supervising the research projects of two French-speaking master's students in anatomy education. Finally, they support research teams in French-language projects that have led to the publication of a dozen scientific articles in peer-reviewed journals, nearly a dozen presentations at conferences, and over \$100,000 in research funding.



Internationalization and Global Health

The International and Global Health Office (IGHO) at the Faculty of Medicine has had an exciting and productive year, highlighted by a surge in partnership activities, especially student and faculty exchange programs. In February, IGHO celebrated an important milestone when senior leadership from the Faculty, along with representatives from the University of Ottawa, visited the Université d'Abomey-Calavi in Benin to commemorate the 20-year anniversary of their partnership. This visit facilitated essential discussions about expanding the partners' collaborative activities. The partnership with Kilimanjaro Christian Medical University College (KCMUCo) flourished, marked by increased mobility for undergraduate and graduate learners and faculty exchanges.

To prepare all learners for their international travels, IGHO hosted pre-departure training sessions in English and French, covering such vital topics as intercultural adaptation and cultural sensitivity and ensuring that all learners

were well equipped for their experiences in countries like Sri Lanka, Tanzania, Brazil and Ghana.

As part of a longstanding partnership with Shanghai Jiao Tong University School of Medicine (SJTUSM), the IGHO team recently hosted their biggest summer school to date, marking a significant milestone in its collaborative efforts.

The summer months showcased IGHO's engagement through the Medicine and Humanities International Program, which brought learners from Lyon and Shanghai together with the Faculty's undergraduate medical education (UGME) learners to discuss recent advancements in medicine. As well, throughout July and August, the IGHO team organized weekly information sessions for new international postgraduate medical education (PGME) trainees, ensuring a smooth transition into their academic and clinical environments.

The Faculty's commitment to planetary health remained strong, providing opportunities for learners, staff and faculty to explore the critical connections between population health and environmental sustainability. The year was enriched by successful planetary health activities as part of the IGHO portfolio. February saw the launch of the Planetary Health Research Laboratory under the leadership of the director of planetary health, while Earth Week celebrations featured activities designed to promote environmental stewardship, included a clothing drive, a seed planting workshop and a river clean-up activity. The CASCADES Summer Institute on Sustainable Health Systems in June and the Climate Fresk Workshop in September were key initiatives featuring a series of webinars and in-person events. These activities fostered dialogue on pressing issues related to planetary health and highlighted the interconnectedness of human well-being and environmental sustainability. The director's efforts were recognized with a 2025 Clean50 Individual Award for being among the most impactful leaders in Canada and for "reshaping the landscape of medical education." Additionally, a team from the Faculty of Medicine earned a "Top Project" honour for their initiative titled "Revitalizing Medical Governance for a Healthier World." These accolades reinforce the Faculty's leadership in planetary health initiatives across Canada and emphasize its commitment to impactful medical governance.

The academic concentration in global health and social accountability has shown incredible growth this year, with students participating in experiential learning activities throughout the year to earn points toward a certificate of achievement in global health and social accountability. One notable opportunity was the collaboration between IGHO and the Office of Social Accountability to host a session of The Empathy Project, a simulation aimed at addressing homelessness, in collaboration with the Alliance to End Homelessness Ottawa. IGHO demonstrated its commitment to

leadership development through various initiatives. In July, a five-day training program was held for clinicians from les Hospices Civils de Lyon and l'Université Jean Monnet Saint-Étienne. In October, the second edition of the uOttawa Faculty of Medicine Healthcare Leadership Program welcomed participants from Kuwait's Dasman Diabetes Institute for intensive leadership training. The Kuwait Mentoring Program continued to support medical students, highlighted by a well-attended "Meet Your Mentor" event in September.

IGHO was proud to congratulate learners from Khalifa University in the United Arab Emirates who completed their Enhancement Year program. This 12-month experience prepares recent medical graduates for North American residency programs through clinical observerships, research, Community Service Learning (CSL) and ongoing mentorship and residency interview coaching.

IGHO welcomed numerous delegations, including representatives from Charles University in the Czech Republic and King Mongkut's Institute of Technology Ladkrabang Medical School in Thailand, as well as the Saudi Arabian Minister of Education. Outreach included attending the Arab Health Expo in Dubai and visiting institutions in the Middle East, China and France, serving to strengthen ties with Alfaisal University, United Arab Emirates University (UAEU), Mohammed Bin Rashid University of Medicine and Health Sciences (MBRU), Fudan University and Tongji University. Key MoUs were signed, including renewals with Shanghai Jiao Tong University, MBRU and Université Paris-Cité, as well as a revised, more collaborative research partnership with Academia Sinica in Taiwan.

This year has been characterized by strong international engagement, successful collaborations and a commitment to advancing global health initiatives, positioning the Faculty as a leader in internationalization, global health and planetary health.



External Relations, Engagement and Advancement

External Relations, Engagement and Advancement (EREA) consists of the Community Engagement and Strategic Partnerships Office (CESP), the Marketing and Communications Office (MarCom), and the Awards and Prizes Office at the Faculty of Medicine. It has been a pivotal year for EREA, with innovative tools, revamped platforms and new channels enhancing how connections are made, information is shared, and the community's achievements are celebrated.

One of the major updates was the revamp of *MedFlash*, the Faculty's internal newsletter. The new design is more modern and easier to read, and offers greater flexibility in presenting information. Through *MedFlash* and other communications channels, strategic successes and the individuals driving them are highlighted. In addition, the Faculty's LinkedIn page was launched, expected to become a key platform for the community to connect and engage on important topics.

MarCom is committed to continuously enhancing communication tools. This year, in partnership with Francophone Affairs and in alignment with the promotion of active bilingualism, MarCom introduced new Teams backgrounds to showcase the Faculty's dedication to providing services in both official languages. Additionally, MarCom continues to offer ongoing web and design training as well as a diverse range of branded templates to further support Faculty staff in their communications efforts.

In 2024, significant improvements were made to the Faculty's recognition programs. Five new Educator of the Year awards were introduced, bringing the total number of Faculty Member Awards of Excellence categories to 27. This record-setting year also saw an impressive number of nominations, reflecting the excellence of the Faculty's members and their recognition by peers.

The Support Staff Awards of Excellence were also refreshed this year. A task force composed of support staff developed recommendations to enhance the program, which were approved by the Faculty's Executive Leadership Team and were met with great success.

With the appointment of a new executive director in November 2023, the CESP team is positioned for growth. Bringing over 60 years of collective experience in the non-profit sector, the team is well prepared to explore new funding opportunities and expand the donor base locally, nationally and globally. A focus on building deeper, more meaningful relationships with stakeholders will lead to stronger partnerships and increased support for learners, research and programs.

These efforts are already yielding positive results: 100 first-time donors have been gained this year, with both the annual and major gifts programs experiencing increased revenue. As well, the Dean's Leadership Council (DLC), established in November, recruited additional members throughout 2024; this diverse group of volunteers will contribute their expertise to advancing the Faculty's strategic priorities, funding and partnerships.

Homecoming 2024 was a standout event, beginning with the Friday Welcome Reception that honoured outstanding alumni from the MD and Graduate Studies programs. On Saturday, milestone class reunions were held, followed by a Sunday brunch that celebrated alumni reaching 40-, 50- and 60-year anniversaries, with recipients awarded the exclusive Faculty Seal pin.

The CESP team also participated in Convocation for the first time this year, welcoming graduating students into the alumni community. Additionally, the team was excited to take part in the New Faculty Orientation, greeting new faculty members.

Looking ahead, the Faculty remains committed to fostering a vibrant, connected community that celebrates achievements, nurtures growth and continues to build on collective success.





Social Accountability



The Office of Social Accountability made significant advances in its mandate in 2023–2024 through various impactful initiatives.

The associate dean of social accountability continues to play a vital role as vice-chair of Ottawa’s Community Safety and Well-Being (CSWB) Plan Advisory Committee, providing strategic guidance to address municipal priorities for community health. With a focus on the CSWB Plan and the City of Ottawa’s Term of Council priorities, the Faculty of Medicine continues to co-lead CityStudio Ottawa (CSO), a trust-based partnership between the City of Ottawa, the University of Ottawa, Algonquin College and Carleton University. CSO projects bring students, faculty, municipal staff and community members together to tackle regional challenges. In 2023–2024, 41 Faculty of Medicine students from the compulsory community service learning placements and the extracurricular global health and social accountability concentration participated. The annual CityStudio showcase, HUBBUB, held at City Hall in the spring, highlighted these contributions to community health. A medical student received the top award for her project, “Shifting Attitudes Towards Substance Use Health and Stigma,” developed in collaboration with Ottawa Public Health. Through this initiative, students have cultivated partnerships with several key regional stakeholders, including

Ottawa Paramedic Service, the Nepean, Rideau and Osgoode Community Resource Centre, Ottawa Public Health, the Community Addictions Peer Support Association of Ottawa, and Ottawa West Four Rivers Ontario Health Team.

The Social Accountability Student Advisory Committee continued to lead programs such as the Healthcare Exploration Program, engaging high school students from under-represented communities and offering them insights into diverse health care careers. Other initiatives include, but are not limited to, interview support and mentorship for Black, Indigenous, and People of Colour (BIPOC) medical school applicants and participation in the Society in Medicine (SIM) Curriculum Advisory Committee.

The Office of Social Accountability convened a meeting of interested departments to understand the needs of Ottawa Inner City Health (OICH) and how integration of disciplines might support these needs through education and research. The team was awarded a grant to conduct an environmental scan of long-term care best practices for marginalized people who are homeless or precariously housed and will develop an orientation module for learners conducting clinical placements with the OICH team.

This year, the Office implemented a Regional Profiles Working Group of diverse faculty, community and student members, with a mandate of producing a sociodemographic picture of the region's residents, including gender, race/ethnicity, language and neighbourhood of residence that can be used to inform a representative student cohort and to design curriculum.

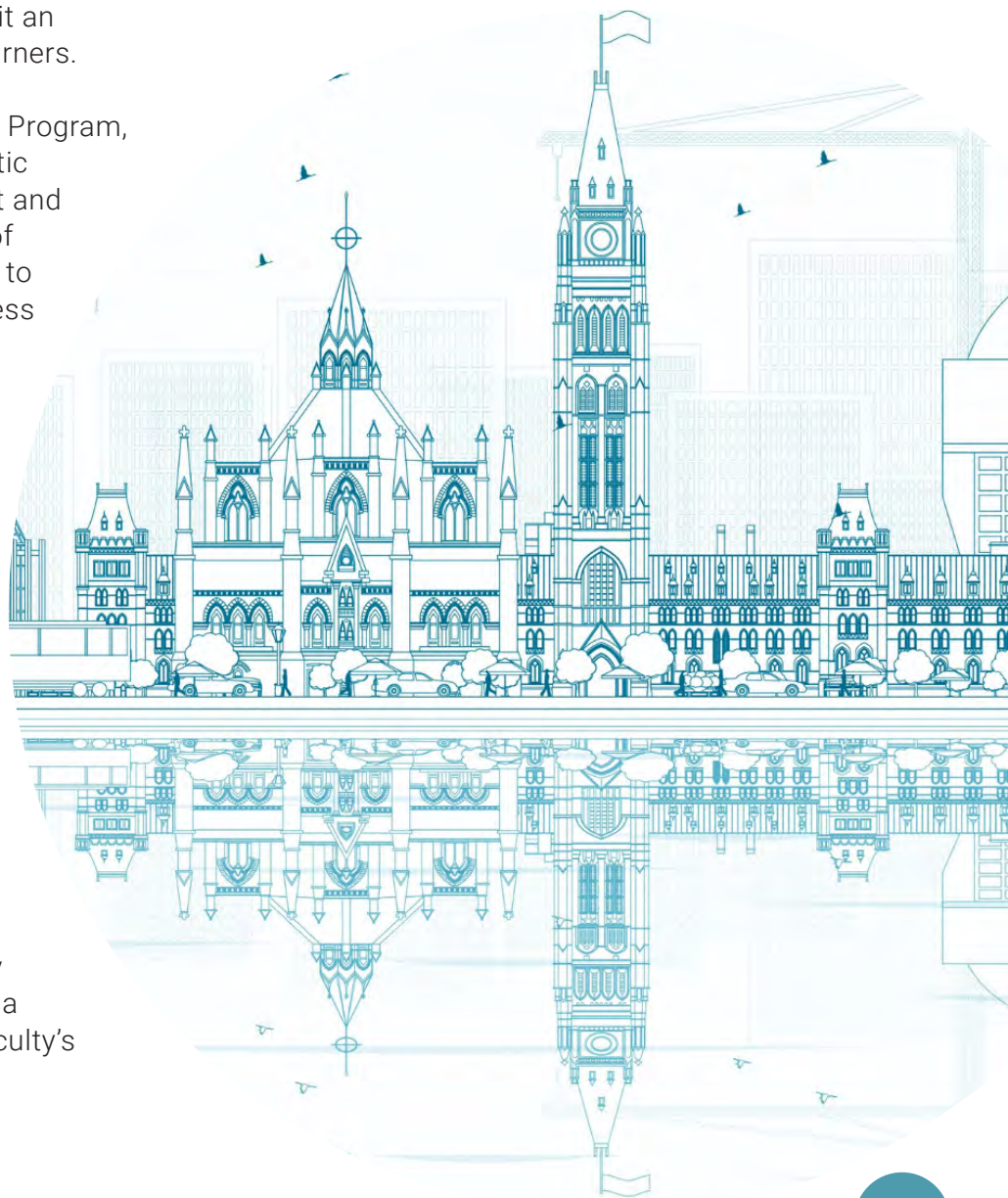
The collaboration with the Alliance to End Homelessness Ottawa (ATEHO) continues for a second year through The Empathy Project, with a total of seven iterations to date. Given the positive and enthusiastic feedback, The Empathy Project is now mandatory for all first-year medical students and second-year students in the PharmD program and is offered in both English and French, making it an interprofessional opportunity for learners.

In collaboration with the Indigenous Program, the Admissions Office, Nunavut Arctic College, the Government of Nunavut and Nunavut Tunngavik Inc., the Office of Social Accountability has continued to support its program aiming to address the under-representation of Inuit physicians in Nunavut.

The Social Impact Funding Program enhances social accountability by supporting projects addressing priority health needs and fostering partnerships between medical students and community stakeholders, thus promoting a "bench-to-society" approach. The program offers two streams: SHARE and Medical Summer Student Research Program (MSSRP), expanding the scope and societal relevance of medical research through robust community engagement. The MSSRP stream is a continued collaboration with the Faculty's

Research Office, offering two means of student engagement for the program's social accountability priority area: faculty-initiated and community-led projects. Eight projects were funded through the SHARE initiative and seven through the MSSRP.

Finally, the Office of Social Accountability is collaborating with the Faculty's Research Office and other key scientists to advance the Declaration on Research Assessment (DORA) at Ottawa-based academic medical research institutions. This initiative aims to more effectively capture the diverse range of research contributions valued by our institutions, moving beyond traditional quantitative metrics to better serve our communities.



Operations

A year into the implementation of Workday, the Finance and Human Resources (HR) teams remain actively engaged in various working groups and committees as the University strives to continuously enhance and refine its processes. Both teams continue to support community members in navigating and completing a wide range of tasks within Workday. In response to the ongoing challenges, the Faculty remains committed to streamlining expenditures and implementing revenue-generating initiatives to safeguard its long-term financial stability. After signing an agreement in the summer of 2023 to share purchasing and logistics services with the Faculty of Health Sciences and Animal Care and Veterinary Services, the Procurement team is building on this success by optimizing operations, enhancing service quality and leveraging its shared expertise.

The Advanced Medical Research Centre (AMRC) construction is underway with tremendous milestones achieved each week. In parallel with the construction, the team has been working tirelessly to address parking needs for faculty, staff and the broader Faculty of Medicine community. Parking arrangements were shared with the Faculty community in early December that will remain in place for the remainder of the construction period, including a relocation of parking spaces at the National Defence Medical Centre (NDMC). The Operations team appreciated the patience of the Faculty community as the arrangements were finalized.

Several renovation projects were implemented this year, including a fresh coat of paint in the common areas and upgraded boardrooms equipped with advanced technology; PharmD Phase II renovations; flooring replacement in room 4501 of Roger Guindon Hall (RGN); and the retrofit of the chemical waste room. Partition walls were removed in room 123 at 850 Peter Morand to create a more open space, and additional storage was arranged to support shipping and receiving. Finally, the offices of HR, Clinical Placement Risk Management (CPRM) and Faculty Affairs were relocated to improve workflow and accessibility. Further updates on the RGN retrofit plans will be shared in the coming year.

Health and safety at the Faculty is of the utmost importance. The Alta Vista Functional Occupational Health and Safety Committee experienced some significant turnover this past year and has added two new co-chairs and several new members. The Committee meets quarterly and continues to adhere to its mandate of rigorously conducting and maintaining regular monthly inspections. It continues to work with staff, faculty, researchers, learners and hospital partners in support of the academic, clinical and research community to ensure their safety and well-being, and continues to adapt to COVID-19 measures with the Faculty's hospital partners.



Over the past year, the Faculty has had the honour of recognizing the outstanding achievements of its members across various fields, all aligned with the Faculty's five strategic priority areas. This recognition was celebrated through a series of awards and events, such as the Faculty of Medicine Support Staff Awards of Excellence, the Faculty Member Awards of Excellence, and the distinguished Faculty of Medicine Awards and Recognition Gala.

In addition, this year the Faculty hosted a Staff Appreciation Breakfast to celebrate its dedicated team members. The Faculty is also pleased to see the announcement of the return of the LinkedIn Learning module, now available to all support staff to provide valuable opportunities for continued professional development.





Faculty of Medicine Highlights

Faculty and Staff

3,348 clinical and basic science professors

- 120 uOttawa professors (APUO members)
- 32 scientists
- 2,932 clinicians
- 264 adjunct professors

~240 administrative staff

- Permanent and contract (faculty programs and operational services)

~200 technical staff in labs

- (Funded externally incl. grants)

Funding

- 2023–2024: \$42.1M
- ~\$290M in research revenues in 2024

Ottawa Academic Health Network

5 academic health sciences centres

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

6 hospital-based research institutes

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

Institutional Partners

23 affiliated institutions

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

Research Chairs (117)

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

Educational Programs

Doctor of Pharmacy (106 learners)

- Francophone Undergraduate Doctor of Pharmacy (PharmD)

Undergraduate Medical Education (701 learners)

- First and largest bilingual medical education program
- Indigenous Program

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

Translational and Molecular Medicine

- Bachelor of Science with Honours in Translational and Molecular Medicine (**136 learners**)
- Integrated programs:
 - Integrated Honours BSc/MSc in Biochemistry, Cellular and Molecular Medicine, Microbiology and Immunology or Neuroscience and the Integrated BSc/PhD program (**39 learners**)

Postgraduate Medical Education (1,304 trainees)

- 977 residents
- 327 fellows
- 75 specialties/subspecialties
- 9 AFC programs
- 268 international trainees

Graduate and Postdoctoral Studies (772 learners)

- Applied Science in Anatomical Sciences Education
- Biochemistry
- Bioinformatics
- Cellular and Molecular Medicine
- Clinical Science and Translational Medicine
- Epidemiology
- Human and Molecular Genetics
- Microbiology and Immunology
- Neuroscience
- Population Health Risk Assessment and Management
- Public Health
- Enseignement en santé, diplôme
- Enseignement en santé, microprogramme



Rankings

Top 5 medical doctoral university in Canada (Macleans 2025)

#1 in Canada for scholarships and bursaries (Macleans 2025)

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

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

#2 in Canada and **#23** in the world in public health (Academic Ranking of World Universities 2024)

#3 in Canada for research intensity (medical/science grants, Maclean's 2025)

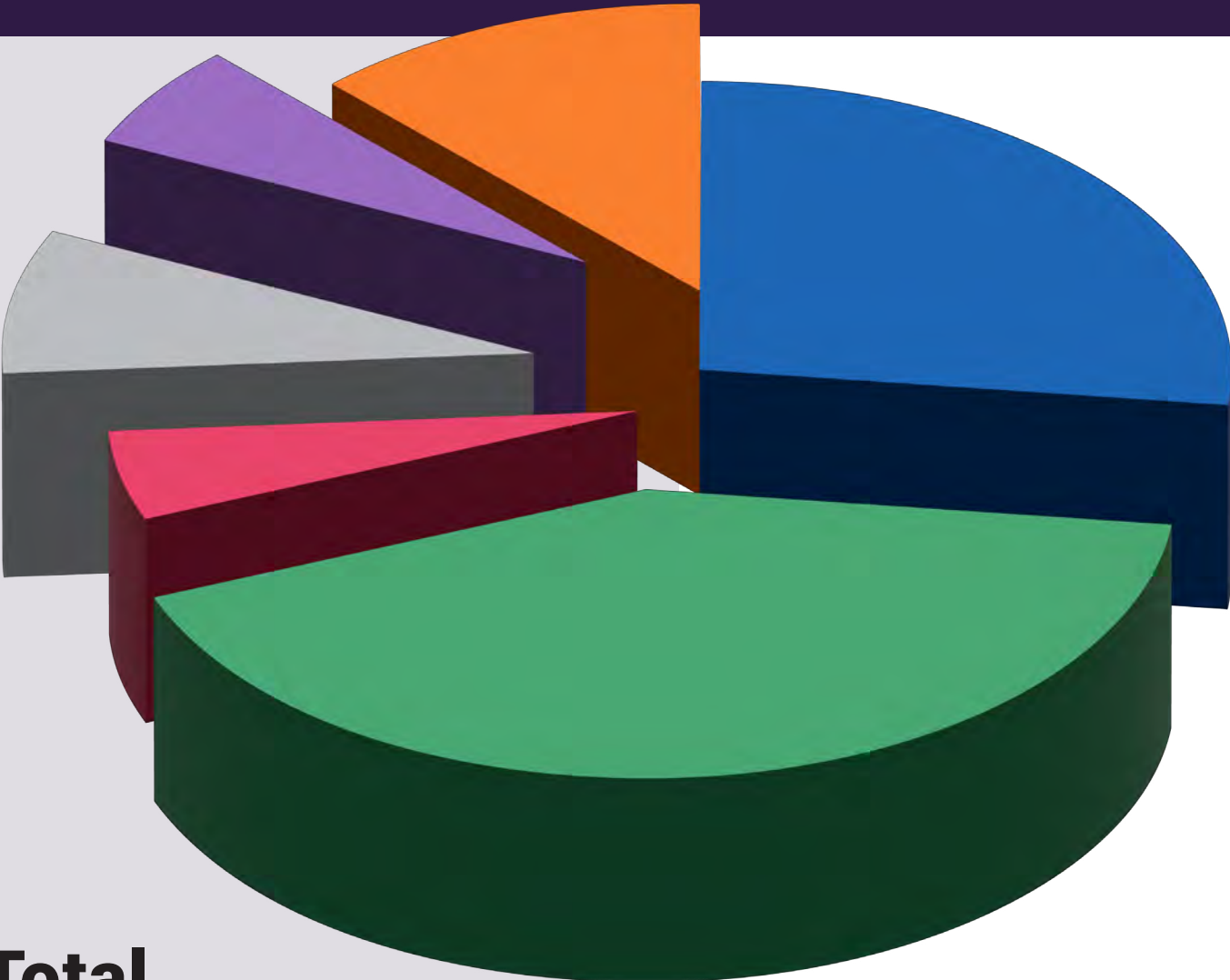
#3 in Canada for faculty awards (Macleans 2025)

#5 in Canada for total funding available to faculty from sponsored research (Macleans 2025)

Top 75 worldwide: **#51-75** in clinical medicine and medical technology (Academic Ranking of World Universities 2024)

Research Funding

2023-2024



Total
\$290,596,707

- Tri-agency = \$79,801,845
- Other Government (Fed/Prov) = \$121,528,841
- Industry (Canadian) = \$14,324,253
- International = \$21,738,412
- Not for Profits/Private donations = \$17,588,386
- Other sources = \$35,614,970



2025-2030 STRATEGIC PLAN



LEADING INNOVATION FOR A HEALTHIER WORLD

OUR MISSION: To expand our impact on the health of individuals and populations in both official languages through interdisciplinary education, research and responsive care.

Driving positive change, innovation and impact through
THREE STRATEGIC PLATFORMS:



**TRANSFORMATIONAL
EDUCATION**



**WORLD-CLASS
SCIENCE AND DISCOVERY**



**STRONG COMMUNITIES
THROUGH PARTNERSHIPS**

FIVE UNIFYING PRIORITIES:

Francophonie

Inclusivity, Diversity, Equity, Accessibility, and Social Justice

Innovation and Technology Integration

Local and Global Impact

Reconciliation, Action, and Indigenous Health



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