



NOSM developed an innovative model of distributed, community-engaged medical education that draws on the commitment, expertise and generosity of people across the North to address the health care needs of underserved populations.

“I intend to build on these important relationships, with our communities, our partners in health care and education, key stakeholders, and the people of the North, to improve the health and well-being of the people of our region,” says Dr. Verma.

Under Strasser’s leadership, NOSM became the first medical school in the world in which all medical students spend their entire third year (eight months) in a community in Northern Ontario. NOSM is also the first medical school in which all the medical students undertake a four-week immersive cultural experience living and learning in Indigenous communities. Today, there are more than 90 communities across Northern Ontario that contribute to educating NOSM learners and more than 1,700 faculty members. In 2017, NOSM contributed an estimated \$122-134 million in economic activity in Northern Ontario.

“I congratulate Dr. Verma on her appointment and commend the NOSM Board on the successful recruitment of such a high-calibre appointee. It would be hard for me to think of anyone better suited to be my successor,” says Dr. Roger Strasser, Dean and CEO, NOSM.

### **New Assistant Dean Graduate Studies**

**Dr. Darrel Manitowabi** has accepted the part-time appointment as Assistant Dean, Graduate Studies for the Northern Ontario School of Medicine. Darrel Manitowabi is a citizen of the Wiikwemkoong Unceded Territory, and he currently resides in the Whitefish River First Nation.

In 2018, he served as the Interim Director of Indigenous Affairs at NOSM. He is a faculty member of Laurentian University where he is an Associate Professor of Anthropology in the School of Northern and Community Studies and holds a cross-appointment in NOSM’s Human Sciences Division. He has previous experience at NOSM in module facilitation and committee participation, and served as Interim Director of Indigenous Affairs. He has a PhD in sociocultural anthropology and is a former faculty member of the Department of Indigenous Studies (University of Sudbury) and School of Indigenous Relations (Laurentian University). Dr. Manitowabi comes with experience as a graduate supervisor and in graduate programming oversight from his positions at Laurentian University.

He has conducted research and published in the areas of Indigenous diabetes, gambling, traditional medicine, and socioeconomic health interventions and he is currently collaborating in research examining cultural approaches to treatment of opioid addiction.

### **Interim UME Leadership Team**

**Dr. Brian Ross** and **Mr. John Friesen** have been appointed to new interim (hybrid) positions to lead the Undergraduate Medical Education (UME) portfolio for the next year. Dr. Ross will assume the position of Interim Associate Dean, UME, which will feature a blending of Dr. Musson’s current academic functions with Dr. Ross’ current responsibilities with Phase One and teaching duties. Mr. Friesen is appointed to the position of Interim Senior Director, UME Administration, and will assume former administrative and operational responsibilities of Dr. Musson while also maintaining accountability for his current position.

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During the next three months, Dr. Musson will provide mentorship and support to both Dr. Ross and Mr. Friesen, ensuring a smooth transition to this interim structure. Dr. Musson will also provide advice to NOSM Executive Group with a focus on curriculum renewal, research and partnership opportunities in the areas of digital health, artificial intelligence, mobile health, and software as a medical device (SaMD) as they relate to NOSM's mission and social accountability mandate. On behalf of NOSM's Executive Group, we are grateful for Dr. Musson's leadership and his friendship over the past four years and will truly miss his innovation and vision as he is leaving UME as a very stable and high functioning portfolio.

Dr. Brian Ross is a graduate of the University of Glasgow in the UK where he gained a PhD in Neuroscience and Pharmacology, and later obtained a Master of Education degree from Lakehead University. He has worked as a Fellow at the Centre for Addiction and Mental Health in Toronto, an Assistant Professor in the Department of Psychiatry and the Institute of Medical Sciences at the University of Toronto, and as Reader and Research Director at the University of the Highlands and Islands, a multi-campus university in rural Scotland. He has also managed a biotechnology company focused on health diagnostics. Brian joined NOSM in 2004 as one of the School's founding faculty members. Since then he has been involved in teaching MD students about the nervous system, and has conducted research into medical education, nutritional neuroscience and metabolomics. Since 2011 he has led the first two years of the UME program first as Phase 1 Chair and Coordinator and then as Assistant Dean, Phase 1.

Prior to coming to NOSM, John Friesen was a high school teacher in Toronto where he taught chemistry and math at The Bishop Strachan School for eight years from 1989 to 1997. He became the Head of Science at Havergal College in 1997 and taught at Havergal for eight years until moving to Thunder Bay in 2004 with his family. John continued to teach in Thunder Bay, completed his MEd, and started his PhD in Education at Lakehead University in 2007 focusing his research on assessing and teaching strategies for science students. For several years, John taught content and methods courses in the Education Department at Lakehead U. John started at NOSM in 2008 as the Faculty and Program Evaluation Coordinator and became the UME Manager, Assessment and Program Evaluation a few years later. He was hired as the Director, Learner Affairs and UME Administration in 2013 and remained in this position until this past September when the position was changed to Director, UME Administration.

#### **New Director of Quality Improvement and Accreditation**

**Dr. Banibrata Roy (Bani)** is the new Director of Quality Improvement and Accreditation. Bani is a very devoted and steadfast statistician with a PhD degree in Statistics, having received the honorary Professional Statistician (P.Stat.) degree from the Statistical Society of Canada in 2017. Working in the field of higher education for the last 25+ years as Faculty, Researcher, Consultant, Assessment and Accreditation specialist, his experience as Academic Lead – Program Evaluations with the College of Medicine, University of Manitoba, Canada is of special mention. Bani brings strong expertise in designing data-driven quality improvement philosophy with skills in psychometric analysis, research design, reliability and validity. Bani will begin in this role on January 14, 2019.

#### **New Director for Both Anesthesiology and Family Practice Anesthesia Programs**

The Northern Ontario School of Medicine would like to recognize the stellar work of **Dr. Rob Anderson**, who completed his tenure as the Program Director for both the Anesthesiology and Family Practice Anesthesia (FPA) programs on December 31, 2018, having led them for the past decade. [Learn more](#) about Dr. Anderson's significant contributions to NOSM.

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NOSM would like to congratulate **Dr. Rya Boscarior**, who has accepted the roles of NOSM FPA and Anesthesiology Program Director, starting January 1, 2019. Dr. Boscarior has been actively engaged with both programs' transition to community based medical education (CBME), and was instrumental in the creation of personalized learning blocks designed to facilitate individualized enhanced learning plans for residents. Dr. Boscarior will be located in Sudbury, as part of Health Sciences North anesthesia department.

## **NOSM Hosts International Forum on Physician Recruitment and Retention**

Focus on Establishing a Stable Health-Care Workforce in Rural and Remote Communities



On January 15, Northern Ontario School of Medicine (NOSM) hosted the Remote Rural Workforce Stability Forum, an international, multi-site forum on physician recruitment and remote communities and the role of medical schools, health service organizations, communities and government in creating workforce stability.

NOSM was established as a government strategy to address the health needs of Northern Ontarians, improve access to quality care and contribute to the economic development of the region. Physician recruitment and retention has long been one of the most pressing concerns in the North.

“The Northern Ontario School of Medicine was founded on the idea that if you train physicians in the North, they will stay in the North. While that strategy is making a difference—94 per cent of graduates who have completed both their MD and residency programs are practising in Northern Ontario—there are still many small communities struggling to maintain medical services,” said Dr. Roger Strasser, Dean and CEO at NOSM. “This forum was a way to bring together key stakeholders and partners from across the world to understand how we can better do what is needed to achieve workforce stability for rural Northern communities.”

The Making It Work Framework for Remote Rural Workforce Stability, is the result of a seven-year international partnership between institutions in Sweden, Scotland, Norway, Iceland and Canada, and provides a set of key areas of activity—including community engagement, supporting families, and training future professionals—that, when implemented as a holistic, integrated set of interventions, can create the conditions necessary to establish a stable and appropriately skilled health-care workforce in rural and remote communities.

Attendees learned about the Making it Work Framework and case studies carried out in each of the participating countries and also participated in a Knowledge Transfer in Action session, integrating key learnings from international rural health human resources work to the Northern Ontario Physician Resources Action Plan developed over the past year as a result of Summit North—a symposium in January 2018 that brought together policymakers, educators, administrators, community members and clinicians from across Northern Ontario to address the issue of health workforce recruitment and retention in rural and remote communities.

The Action Plan builds on existing recruitment and retention strategies across the region. At NOSM, several measures are in place to support physician recruitment and retention: encouraging high school students from rural and remote communities to see a career in health care as an opportunity that's available to them; an admissions process that favours applicants from Northern Ontario and reflects the Stay Connected



population distribution of the region; a distinctive Distributed Community Engaged Learning model that places students in communities so they focus on responding to the health needs of the population; involving rural generalist faculty members as principal clinical teachers and role models; and having a rural and remote First Nations stream in our family medicine residency program.

This model is a proven success in some Northern Ontario communities. A study recently published in *Canadian Family Physician* found that NOSM students and graduates had a positive view of rural generalism, and their experience and exposure to rural community practice was highly influential in determining their career directions. A 2016 study examining eight communities that were successful in recruiting family doctors to their communities, found that five of those communities which had previously struggled with chronic doctor shortages had moved to a more stable situation. All participants in the study agreed that NOSM played a prominent role in physician recruitment to underserved communities in Northern Ontario.

Research has also shown that NOSM, including its education and research programs, is having a positive economic impact on Northern Ontario communities. In 2017, NOSM had an estimated economic impact of \$122-\$134 million in Northern Ontario, and overall spending was estimated to support 729-802 full-time equivalent jobs in the region.

“By integrating the results of the Making It Work Recruit and Retain partnership into the Northern Physician Resources Action Plan, we are creating a path forward toward self-sufficiency in Northern Ontario,” said Dr. Strasser. “There will always be gaps that need to be filled, and if we work in partnership with communities, we will be able to fill them with skilled, competent rural generalists who have connections to the North.”

### Working better together



A group of researchers at the Northern Ontario School of Medicine is studying the dynamics of concussion management in interprofessional team settings.

The team is lead by co-investigators Dr. Tara Baldisera, a family physician and associate professor of clinical sciences at NOSM; Dr. Jairus Quesnele, a clinical chiropractic specialist and associate professor at NOSM; and, Shannon Kenrick-Rochon, a nurse practitioner, professor of nursing at Cambrian College and Laurentian University and a lecturer at NOSM. It also includes Dr. Sylvain Grenier, Professor of Human Kinetics and Michelle Laurence, Laboratory Technologist and Registered Kinesiologist, both faculty in the School of Human Kinetics at Laurentian University, and Matthew Baker, a research assistant and student at Laurentian University.

Concussions affect many systems of the body. For that reason, an interprofessional approach is widely considered best practice, and is the recommended standard of care of the Ontario Neurotrauma Foundation and Concussion Ontario. The team is exploring how factors like communication and collective competencies of an interprofessional health-care team can affect a patient’s recovery.

Read more stories like this one in the latest edition of [The Scope](#).

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## **NORTHERN LIGHTS 2019: PAN NORTHERN PHYSICIAN LEADERSHIP FORUM**

FEBRUARY 28 – March 2, 2019 - ALT Hotel Toronto Pearson Airport

Join us at Northern Lights 2019 on February 28 – March 2, 2019 for our Second Annual Pan Northern Physician Leadership Forum. You will have a unique opportunity to learn and network with Northern Ontario physicians along with NOSM faculty, staff and leadership.

Effective physician leaders emphasize that safe, high quality, and compassionate care is a top priority within their clinical and educational settings. Key in Northern Ontario is addressing the health disparities of our Indigenous communities. This requires an understanding of the art and science of leading change including strategies for motivating, implementing and sustaining it.

More information and registration: <https://www.nosm.ca/education/cepd/cepd-programs/northern-lights-2019-pan-northern-leadership-forum/>

## **NORTHERN CONSTELLATIONS 2019**

Join us on May 3rd and 4th, 2019 in Sudbury as Northern Ontario School of Medicine hosts Northern Constellations 2019, our eighth annual faculty development conference. Northern Constellations is the largest physician and faculty meeting in Northern Ontario. The Conference provides a forum to share new ideas in medical education and health care along with opportunities to network with colleagues.

Northern Constellation 2018 was our most successful conference to date with 316 participants including 225 NOSM faculty members. We anticipate that Northern Constellations 2019 will prove to be invaluable to all participants by offering enlightening keynotes, workshops, and educational innovations to assist faculty, healthcare professionals, staff, and learners address current educational challenges.

For more information: <https://www.nosm.ca/education/cepd/northern-constellations/>



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Respectfully submitted,

Dr Roger Strasser AM  
Professor of Rural Health  
Dean and CEO  
Northern Ontario School of Medicine

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