



# 2020 PROGRESS REPORT



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# EXECUTIVE SUMMARY

On behalf of your Executive Leadership Team, I am delighted to present our first annual Progress Report. This report is directly related to our 2020–2025 Strategic Plan, “Leading Innovation for a Healthier World,” which contains five clearly defined priority areas focused on Education, Research, Engagement, Francophonie, and Internationalization and Global Health. In the report, we not only highlight our major accomplishments over the past year in the five priority areas, but we also include additional milestones achieved in the areas of Social Accountability, External Relations and Advancement, and Operations. This remarkable progress was made despite COVID-19 which, as we all know, severely impacted all of our activities. In this context, it seems highly appropriate to first recognize the tremendous leadership, courage, resilience and dedication of our clinicians, educators, researchers, staff and learners, whose key contributions and flexibility led us to have a successful year despite the multiple challenges we faced and continue to face related to the COVID-19 crisis.

On the educational front, the pandemic set the stage for learners, staff and professors to work together more than ever before in quickly adapting our academic programs to the new environment and placing technology-based teaching tools at the forefront of education. Great efforts were also made this past year in doubling the student cohort in our extraordinarily successful Translational and Molecular Medicine (TMM) undergraduate science program and in creating a new master’s degree in public health. We have continued to invest in research to support ongoing initiatives including the University of Ottawa Brain and Mind Research Institute, Cardiovascular and Vascular Science and the Centre for Infection, Immunity and Inflammation. As a result of our thorough consultative approach while creating our Strategic Plan, new initiatives have also emerged such as medical artificial intelligence, with many more being in the early phases of planning and development.

Engagement has never been more important across the Faculty and numerous efforts have gone into creating new initiatives and programs. Among these, the Recognition Strategy stands out as it is essential for us to take steps to highlight the important contributions of our learners, staff and faculty members in the success of our Faculty,

thereby creating a greater environment in which to thrive. Even prior to 2020, we had started to accelerate the development of several innovative programs to promote wellness, equity, diversity and inclusion, which involved the creation of additional decanal positions to better reflect the importance of these portfolios. With regards to Francophonie, tremendous progress was made to create a School of Pharmaceutical Sciences with the goals of offering a French language PharmD program, together with new graduate training opportunities in pharmaceutical sciences, pharmacology and toxicology. Similarly, plans to establish a master's degree program in medical education in French have also progressed nicely. Finally, on the internationalization and global health scene, we have become more strategic and proactive than ever in establishing sustainable partnerships around the world while meeting our local and global social accountability mandate.

This year, we also celebrated our 75th anniversary as the first, and still the largest, bilingual faculty of medicine in Canada. Since our humble beginnings in a cluster of army barracks in Sandy Hill, we have become a leading medical school recognized nationally and internationally for the excellence of its educational programs and research activities. Over the last 75 years, we have graduated 5,000 medical doctors, awarded more than 2,500 post-graduate degrees, and trained over 7,000 residents. The Faculty launched its new 2020–2025 Strategic Plan, and concomitantly celebrated its anniversary year, with a special kickoff event held in early January. This memorable event drew a large and enthusiastic audience including current Faculty and University leadership, former deans, alumni and the media. Throughout the year, we published a series of stories honouring our founding faculty members and early students as well as many individuals who have made important and lasting contributions over the last 75 years.

Although the global pandemic forced the cancellation of all in-person events, we nonetheless pivoted quickly to the online world to highlight our history, which is so well aligned with our strategic direction. In March, for example, we paid tribute to our francophone heritage with a special celebration of the “mois de la francophonie”. In April, our Internationalization and Global Health Office responded to the pandemic

by launching a 75th anniversary webinar series, which continued into the fall. In June, we celebrated convocation as we have done since our first MD students graduated in 1951, but this time, all graduating learners from the MD program and the Translational and Molecular Medicine (TMM) and graduate programs were united in one ceremony for the first time, as we work to bring together our learners who can greatly benefit from each other's experience and knowledge. In a twist unimaginable in 1951, we held the event virtually, connecting with each other through cyberspace. In September, the annual Faculty of Medicine Research Day took place online, attracting more than 350 participants with entries from learners in all educational programs. Finally, in December, we paid tribute to exceptional members of our community with virtual ceremonies for the Alumni Awards of Distinction, Awards in Education, and Faculty Awards of Excellence. Lots to celebrate indeed!

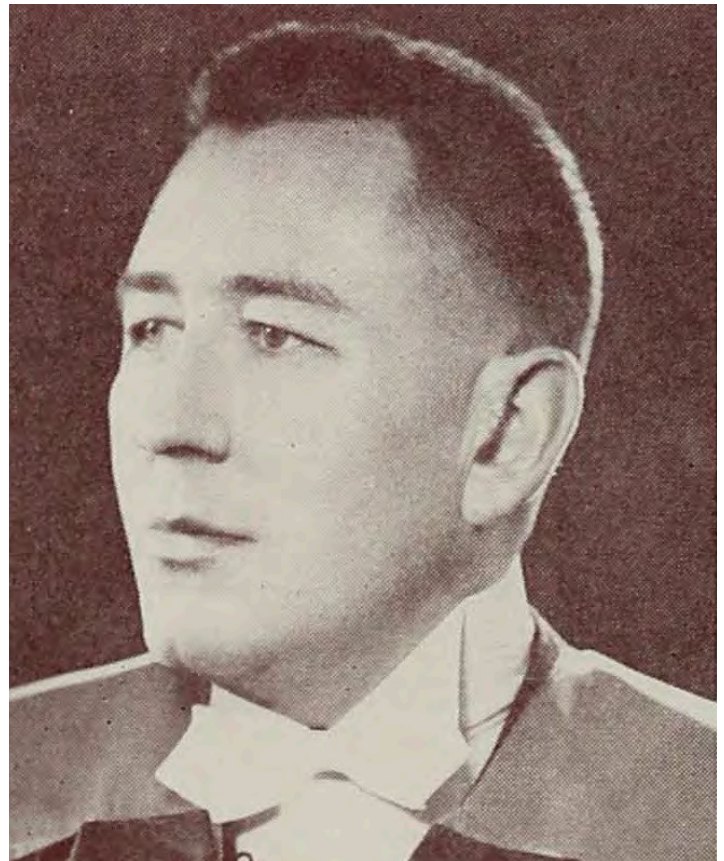
As a leading faculty of medicine, we continue to take great pride in our solid track record with national and international rankings. On that front, the Faculty consistently ranks among the top five medical schools in the country for research and its impact, at times being recognized as second or third on specific rankings. Our international rankings also highlight our enviable position as a top faculty of medicine worldwide. These rankings generally place us around the 75th rank internationally. In light of our 75th anniversary, we can claim to be Top 75 at 75! And we can certainly look at our future with the highest level of optimism. Our Strategic Plan and Blueprint together with our leadership, expertise, commitment, spirit of collegiality and ambition will ensure that we remain on an upward trajectory, constantly reaching new heights. Based on this, we can aspire by 2025 to become one of the top 50 faculties of medicine in the world, making us Top 50 at 80!

As we look forward to a promising new year and bid farewell to 2020, we should all take great pride in our collective achievements which are integral foundational elements of our new vision and mission, both focused on better serving the community we all cherish.

Bernard Jasmin, PhD  
Dean and Professor



# CELEBRATING 75 YEARS OF INNOVATION



One of the founders of the Faculty, Dr. Léonard Bélanger was the first chair of the Department of Histology and Embryology and a professor from 1945 to 1978.



These WWII army barracks in Sandy Hill were the first home of the Faculty of Medicine.



Dr. Susan Tolnai fled Soviet-occupied Hungary and became a professor in the Department of Histology and Embryology. In 1975 she became the first woman to sit on the Faculty of Medicine's admissions committee, which admitted students to the medical school.



Dr. Margaret Beznak, a cardiac physiologist, fled Hungary during the Second World War and became first a professor, then the chair of the Department of Physiology at the Faculty of Medicine.



*Dr. Vladimir Sistek was a long-serving professor in the Department of Anatomy and was awarded the School of Medicine Award for Excellence in Medical Teaching.*



*Dr. Doris Kavanagh-Gray, now a retired cardiologist, was one of only two women in her graduating class of 1954. She married classmate Dr. John Gray during their studies.*



*Roger and Anna Marie Brault, who graduated together from the MD program in 1957, worked in global health and hospice care, and left a legacy of philanthropy.*



*Dr. Charles Brimm graduated from the MD program in 1955. He returned as a family physician to his hometown of Camden, New Jersey where a medical arts high school is now named in his honour. **Photo courtesy the Aesculapian Society of the University of Ottawa***



*Dean Dr. Bernard Jasmin (right) with former deans Dr. Peter Walker (left) and Dr. Gilles Hurteau (centre) at the launch of the 75th anniversary celebrations in January 2020. **Photo credit : Kate Jaimet***



*The Dr. Charles E. Brimm Medical Arts High School has graduated many students who have entered careers in health care.*



# CONGRATULATIONS TO THE FACULTY OF MEDICINE!

## A YEAR OF GREAT ACHIEVEMENTS DESPITE THE CHALLENGES

The infographic on the following page highlights the Faculty of Medicine's five areas of priority included in our 2020–2025 Strategic Plan, "Leading Innovation for a Healthier World." The areas of priority, represented as puzzle pieces, symbolize our continued and systematic commitment to excellence in education and research and our comprehensive integration of engagement, Francophonie, and internationalization and global health in all our activities in direct support of our ambitious vision and mission. Importantly, the infographic

also emphasizes our dedication to teamwork, collaboration and collegiality, as well as our deep-rooted values. Altogether, this is what makes us a leading faculty of medicine becoming even more recognized nationally and internationally for the quality of our varied academic programs and research initiatives.

# LEADING INNOVATION FOR A HEALTHIER WORLD

## 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

Major accomplishments are listed for year one of our 2020–2025 Strategic Plan under each of the five areas of:

## EDUCATION

- Excellent results in undergraduate and graduate student satisfaction surveys
- Responded to the changing needs of our faculty members for faculty development
- Creation of the Master of Public Health program
- Doubling of the student cohort in the TMM program

## RESEARCH

- Successful recruitment of world-class researchers in established and emerging areas of strategic priority
- Creation of new funding and support mechanisms for translational research, COVID-19, AI, and medical education research
- Establishment of strategies to promote innovation and novel partnerships
- Acquisition and planning of new research infrastructure, including both space and equipment

## ENGAGEMENT

- Completion of a five-year cycle for faculty promotion with a 92% success rate
- Creation of new mentorship programs for Black medical students, members of LGBTQ2SA+ and women, and diversified equity, diversity and inclusion (EDI) committee
- Development and implementation of policies for mandatory unconscious bias training and for recruitment and retention
- Provision of counsellors for wellness support of all learners

## FRANCOPHONIE

- Marked progress with the creation of a French-language PharmD program
- Redesign of an innovative French language master's degree program in health education
- Increased support for francophone teachers
- Development of applied and practical workshops to facilitate learning of the French language

## INTERNATIONALIZATION AND GLOBAL HEALTH

- Implementation of an international webinar series for our 75th anniversary
- Increased collaborations and established partnerships in Asia, Europe and Africa
- Establishment of Faculty-wide International Learner Community for support and mentorship
- Design of strategies for revenue enhancement



# EDUCATION

The Faculty of Medicine leads the way with its innovations in education and has thus expanded its mandate to meet the health care needs of a global population. By focusing on developing key competencies in medicine, research and humanities, our medical students will become leaders in health care delivery. The MD program consistently ranks among the top MD programs in the country based on numerous metrics including accreditation, residency matching, admission applications, mean entry GPA, and scores on licensure exams. The MD program has 156 seats funded by the Ministry of Health (48 francophones and 108 anglophones) as well as 8 federally funded seats. Additionally, the MD program has pipeline programs designed to meet both its research and social accountability mandates. These include four MD/PhD seats per year, seven Indigenous seats, two seats for students of low socioeconomic status, eight federally funded seats to train francophone students from communities outside of Quebec, and four seats for the Canadian Forces. Key results of the 2019 nationally administered graduation questionnaire showed that 85 percent of uOttawa students rated the quality of their medical education as very good/excellent (national percentage: 74 percent). Moreover, 99 to 100 percent of students agreed/strongly agreed that they had the knowledge and confidence when presented with a variety of patients, and that they could care for patients in hospital and ambulatory settings.

The Bachelor of Science (BSc) with Honours in TMM is a research-focused undergraduate program offering the opportunity to second-year students in an undergraduate science program to complete their third and fourth years of study at the Faculty of Medicine. The first 17 students joined TMM for its official launch in September 2016. Consistent with the enthusiasm of our first cohort, we have observed a significant increase in the number of students entering TMM, with 37 joining the program in 2017, 38 in 2018, 44 in 2019 and 75 in 2020. Surveys of our third- and fourth-year student populations show that student experience/satisfaction is remarkably high with an overall satisfaction rating above 90 percent for third-year students and nearly 100 percent for fourth-year students.



The Office of Graduate and Postdoctoral Studies has developed several important programs essential to addressing the changing needs of our environment: i) creation of the MPH program, building on the School of Epidemiology and Public Health's (SEPH) existing strengths in global health, population health risk assessment, and empirical public health sciences; ii) creation of four one-year MSc programs in response to the COVID-19 crisis; iii) creation and offering of a series of workshops on career and professional development together with a graduate course on technical skills to improve experiential learning; iv) offering of wellness support to graduate and TMM students as well as postdoctoral fellows; and v) increased enrollment in the TMM program (nearly doubling the number of TMM students) and worked on creating the framework of a one-plus-three year TMM program in collaboration with the Faculty of Science.



Postgraduate Medical Education (PGME) had another successful year, with more than 965 residents enrolled in over 65 accredited residency specialty and subspecialty programs, and an additional 275 clinical fellows completing training in one of our many fellowship programs. We continue to enjoy hosting almost 100 foreign medical graduates (visa trainees) from around the world. New residency training positions for existing Canadian Force members and new recruits have been created. Ensuring the Franco-Ontarian community will have their health care delivered in their language of choice, despite a freeze in residency entry positions by the Ministry of Health, is a pillar for the Faculty. Existing residency positions are being reallocated to reflect this all-important pillar. Rollout for Competency Based Medical Education (CBME) continues successfully with nine residency programs having launched their first CBME cohort this year, and an additional four to follow shortly. In addition to our residents supporting our community during COVID-19, staffing hospitals, clinics and medical offices and having their training interrupted to be redeployed to care for our sickest of patients, all residents will be participating in the administration of

an estimated 80,000 COVID vaccinations to the 40,000 health care workers working in our region.

The Office of Continuing Professional Development (CPD) responded rapidly to the COVID crisis by converting from in-person delivery of CPD to using a new integrated virtual conference tool. The platform offers participants a virtual educational experience with a wide range of virtual sessions, exhibitors, marketplaces, ePosters, networking groups and access to on-demand sessions post-event. CPD collaborated with the uOttawa Teaching and Learning Support Service to provide workshops on how to use virtual tools for teaching in distributed locales to assist our faculty teachers in adapting to a virtual environment. In addition to the successful Essentials in Academic Leadership program, CPD is partnering with the Centre for Executive Leadership Training to develop innovative programs for training our faculty and affiliated health science centres' leaders. The Leadership in Crisis program was produced in the fall and further training is planned in collaboration with our affiliated organizations.

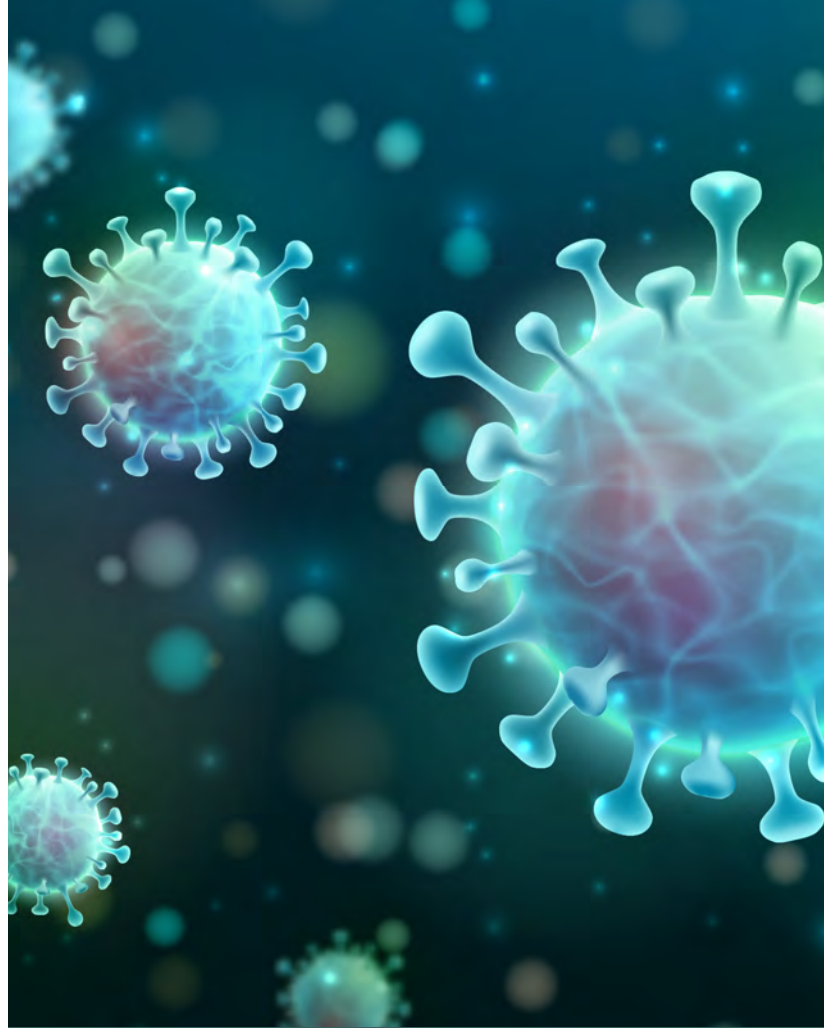
# RESEARCH

As one of Canada's leading research-intensive institutions, the Faculty of Medicine has a long history of conducting the highest quality basic and clinical research, in close partnership with affiliated hospitals and research institutes. With over \$143 million in research funding, the Faculty is ranked third in Canada for research intensity in medicine/science (Maclean's) and 77th worldwide for clinical, preclinical and health (Times Higher Education World Rankings). The 2020 CWTS Leiden Rankings list the Faculty as fifth in Canada for impact with more than 10 percent of our biomedical and health science papers being published in the top 10 percent of journals in their field.

This year, our research efforts were greatly impacted due to the COVID-19 pandemic, and we required quick planning and refocussing to maintain our research operations. The Faculty developed a successful return to research (R2R) plan for the redeployment of onsite research in line with public health guidelines. This detailed plan served as a model for the University of Ottawa community and has allowed for the safe resumption of research activities. Despite these significant challenges, the Faculty continued to advance several key research initiatives throughout the year.

The Faculty successfully recruited world-class researchers in support of our ongoing and emerging areas of priority, including several CRC and joint recruitment initiatives with clinical departments and affiliated research institutes. In the spring of 2020, the Faculty elaborated an HR plan that resulted in securing additional APUO and CRC positions to be filled in 2021–2022. Linked to our recruitment efforts, the Research Office facilitated the development and submission of numerous CFI infrastructure applications associated with these new recruitments. Finally, to support all of our researchers, new and established, we have launched numerous workshops and established a CIHR internal review process.

This year the Faculty of Medicine also awarded 58 Clinical Research Chairs to top clinician-scientists in a five-year, \$40-million investment to drive clinical



research excellence and enhance health and patient care. To advance the Faculty's commitment to medical artificial intelligence (AI), we successfully recruited a CRC1 in medical AI and have launched a search for two CRC2s in this field. We have also implemented a medical AI seed funding program supporting five new research and training projects in this area of emerging priority. In the area of Indigenous health research, we have initiated a broad consultation to develop a Centre for Indigenous Health Research and Education. In response to the global pandemic, the Faculty launched a COVID-19 pandemic response funding program, supporting initiatives to accelerate the development, testing and implementation of medical, educational, social and/or policy countermeasures to mitigate the spread of the SARS-CoV-2 virus and its negative consequences on Canadians and people around the world.

In addition to the above, the Faculty supported the broad implementation of the Excelerator translational program. This included recruitment of expert support



staff and the launch of an inaugural Excelerator funding program, as well as the development of the Competency-Based Medical Education support unit to foster research in program evaluation. We promoted greater collaboration between clinical and basic scientists through a number of funding initiatives including i) translational research grants; ii) uOttawa Centre for Neuromuscular Disease-Lyon1 Institut NeuroMyoGene joint research program, and iii) our Medical Summer Student research program which transitioned to research that could be performed remotely. To support innovation in research and partnership development we have created the position of director, innovation and partnerships, and have initiated elaboration of new partnership agreements with the public sector and national funding agencies.

Finally, we have strengthened our inventory of leading-edge equipment and established new core facilities to support transmission electron microscopy,

metabolomics, human pluripotent stem cells, and protein biophysics. The Faculty remains committed to the renewal, development and acquisition of new research infrastructure and has therefore launched an open and collaborative process for future large-scale CFI innovation projects with our partners locally and nationally. Finally, significant progress was made with the functional programming of the forthcoming Advanced Medical Research Centre and the Health Network Innovation Hub.

# ENGAGEMENT

This year, the Faculty of Medicine completed a five-year cycle of professorial promotion with a 92 percent success rate. This resulted from the implementation of the new Academic Promotion Guidelines in 2016. At that time, the Faculty moved away from career paths and changed to areas of focus: clinical expertise, research, and teaching and education. We have been pleased with the steady increase in the total number of applications submitted each year, with the increased number of women applying, and with the increased success rates. Such achievements on the promotion front are due in part to workshops held by Faculty Affairs. In spring/summer 2020, the Faculty Affairs Committee made some amendments to the promotion guidelines and created a document on evaluating the impact of research disseminated on social media. Guidelines were updated with the expansion of a scholarship to include patient safety, quality improvement and use of social media.

The Faculty Affairs Office also developed and implemented mandatory unconscious bias training for all senior positions at the Faculty and developed a policy on recruitment and retention. On the EDI front, membership of the committee was diversified, and several key mentorship programs were developed and/or formalized. These include mentorship programs for 14 Black medical students in the UGME program with one-to-one mentoring from Black faculty for culturally sensitive mentorship, for 78 members of the LGBTQ2SA+ community, 125 female faculty and 81 female postdocs. All of these mentoring programs have seen an increase in enrollment in 2020. These mentoring groups meet monthly to discuss various topics or issues of specific interest. Meetings are organized by the EDI office. Anyone interested in participating and registering in these mentoring groups can contact the EDI office at [edifom@uOttawa.ca](mailto:edifom@uOttawa.ca).

Throughout the year, we have increased our efforts on the wellness front. In particular, the Peer-to-Peer Program, developed by the wellness program now established at TOH and CHEO, will have a scholarship component in the evaluation of effectiveness and impact of burnout on faculty members. We are also



playing a larger role in supporting the implementation of the wellness program both at TOH and CHEO. The Faculty awarded a research development grant to evaluate the implementation and effectiveness of the wellness programs. Within the broader wellness context, we are pleased to also report that the Faculty of Medicine counsellors are now providing support to all learners. We now have two counsellors on staff who provide counselling services to graduate and TMM students, residents, postdocs, fellows and faculty members. MD students have counselling services through the UGME Student Affairs Office.

Within the professionalism portfolio, a module on harassment for faculty members was completed. This is a self-reflective module and is to be completed only by those who have committed an act of unprofessionalism (more specifically harassment). The second module, which is in development, will be broader and will be incorporated into the onboarding of our new faculty members. These modules are both housed on Brightspace.

# FRANCOPHONIE

Since the creation of Francophone Affairs in 1995, we have been leading the way with innovative French-language training programs at the Faculty of Medicine. These include the undergraduate medical education program, the postgraduate medical education program, continuing medical education and pedagogical research.

This year, Francophone Affairs made notable advancements with the creation of a French-language PharmD program and a School of Pharmaceutical Sciences. Among its 2020–2025 Strategic Plan objectives, the Faculty of Medicine established the goal of expanding its bilingual program offerings, including the creation of the first Canadian undergraduate Doctor of Pharmacy (PharmD) program outside of Québec. The program will meet the need for French-speaking pharmacists in minority communities across the country. The training of future pharmacists will focus on some of the most innovative learning elements, including a competency-based approach, active and experiential learning, spiral curriculum and interprofessionalism. The creation of this school also aligns with our ongoing and emerging research initiatives in areas such as drug discovery and innovative therapeutics and, accordingly, it will also involve the creation of new graduate programs in pharmaceutical sciences, pharmacology and toxicology.

In partnership with the Faculty of Education, we redesigned an innovative French language master's degree program in medical education, better adapted to the realities of clinicians. The revamped program aims at recruiting francophones throughout Canada. It is based on innovations in health education and its delivery is adapted to meet the reality of health professionals (atypical schedules, seminars, face-to-face and online courses, etc.), with the attractive possibility of progressing in small steps through modules and diplomas. The program will make use of the Faculty of Medicine's anatomy laboratory and Hôpital Montfort's simulation laboratory (high and low fidelity). The program will be more practical than traditional advanced programs.



Francophone Affairs adapted remarkably well to the COVID-19 pandemic by transforming and creating numerous attractive virtual CPD events and by supporting our francophone teachers in transitioning to online and telemedicine teaching. We acted rapidly following the March confinement. On the first Wednesday, we offered a webinar on COVID-19 to the public. In the following weeks, webinars were offered to professors to adapt to this new reality of offering courses and training sessions online. All activities relating to continuing medical education were quickly transferred online, and our offer for such training has since expanded resulting in increased participation.



# INTERNATIONALIZATION AND GLOBAL HEALTH

The Internationalization and Global Health Office (IGHO) promotes international cooperation and exchange in health education and research by supporting and coordinating international activities and projects initiated by faculty members and academic units that are endorsed by Faculty leadership. Building on this, IGHO developed and launched the COVID-19 Webinar Series in April 2020, and the 75th Anniversary International Collaboration Webinar Series in the fall, both great successes. Through these initiatives, IGHO positioned and branded the Faculty of Medicine, nationally and internationally, as the best choice in Canada for incoming learners. These webinar series served to highlight the Faculty's shining stars and demonstrate its capacity to expand its education products and offerings to international partners.

In 2020, in line with its proactive mandate, IGHO coordinated the review and renewal of several key international partnerships across the globe, with the aim of ensuring impactful and diverse partnerships in areas of common strength, aiming to create increased

mobility and research opportunities for both learners and professors. Exciting discussions have taken place with our preferred partners to expand both clinical and research activities in several countries including China, France, Japan, and Benin. Several additional and focused discussions are underway with institutions from other key geographical areas of strategic interest.

Throughout the year, IGHO has worked in close collaboration with internal stakeholders from the Faculty of Medicine and the University of Ottawa to launch the International Learner Community in 2021. This initiative was approved by the Faculty's Executive Leadership Team. Its main objectives are to promote an increased sense of belonging to the Faculty of Medicine and the University of Ottawa, instill pride in its international roots, share global knowledge within the Faculty, and inspire all stakeholders to unite and become champions in leading innovation for a healthier world.

# SOCIAL ACCOUNTABILITY

As a socially accountable medical school, we believe that working together with our community is the best strategy to address the priority health concerns of those we serve. To this end, the Office of Social Accountability was created in 2020 to strengthen partnerships between the Faculty of Medicine and our community stakeholders.

The priority health concerns we address should be identified jointly by governments, health care organizations, health professionals and the public, including diverse communities. We recognize that medical students who learn in and with communities are more likely upon graduation to practice in ways that enhance the quality, equity, relevance and effectiveness of care in response to patient, community and population needs.

The Office of Social Accountability has made considerable progress in 2020 and has completed key accomplishments over the past 12 months. These include clear articulation of social accountability in the mission, values and strategic priorities of the Faculty's Strategic Plan; definition of specific measures in the Blueprint action plan to ensure progress in social accountability across the Faculty; and establishment of key goals to optimize the governance structure and processes within the Faculty to promote meaningful participation of key stakeholders in curricular and other decision-making committees and in setting strategic direction and priorities. Moreover, the Office launched the TOGETHER Research Grants and Awards program to provide opportunities for faculty members and students at all stages of learning to collaboratively and creatively design and execute research through meaningful engagement with our stakeholder communities. Finally, the Office also conducted a robust environmental scan of social accountability across the Faculty of Medicine that will provide a means to initiate dialogue and serve as a platform for culture change.







## EXTERNAL RELATIONS, ENGAGEMENT AND ADVANCEMENT

The Advancement team established the Fundraising Steering Committee to support and oversee fundraising priorities based on the Faculty's Strategic Plan. To successfully seek new funding opportunities, we worked with the external firm North45 to create a compelling case for the Faculty priority pillars, blending our narrative into the pan-University case for support and fundraising campaign.

We aim to find new donors for naming opportunities and develop a naming strategy for the Faculty, Roger Guindon Hall, the Advanced Medical Research Centre and the École de Pharmacie. A recently confirmed \$10-million donation has created enthusiasm for future transformational and principal gifts at the Advancement Office. To guarantee success in a competitive market, the Advancement team is collaborating with the uOttawa central fundraising team to take advantage of their resources and capitalize on fundraising opportunities.

The team has also commenced collaboration with the TOH Foundation, as both organizations are about to launch major campaigns for the Advanced Medical Research Centre and the new TOH Civic Campus. This collaboration and sharing of information will lead to success for both parties.

Despite a delay due to the pandemic, the faculty member recognition survey was finalized, piloted, launched, and closed in September 2020. With the

expansion of the Faculty's priority to include support staff recognition, a recognition survey tailored to this group was also finalized, piloted, launched and closed. In advance of finalizing the faculty member and support staff recognition strategies, and the careful consideration of survey results, new recognition initiatives were launched for the broad community within the Faculty. For example, a series of thank you/ congratulations email templates were developed and disseminated. Another major initiative, the COVID-19 Recognition Program, has recognized the remarkable efforts of nearly 200 faculty, staff and learners during the pandemic. This is in addition to other award competitions, such as the Awards of Excellence, which featured an increased number of awards this year.

Given the importance of equity, diversity and inclusion (EDI) within the Faculty (see also progress under Engagement), we developed a draft version of EDI communications guidelines for discussion and approval within the Faculty. It appears essential on that front to ensure ethnic and gender equity in our high-level communications. The document will soon be broadly distributed for feedback and eventual approval. Along those lines, we also developed a research communications strategy which outlines several goals to formalize content input and information-sharing mechanisms, propel our media relations and presence to new heights, reorient messaging and story selection to align with the Faculty's strategic priorities, and conduct pilot innovation experiments.



## OPERATIONS

Budgetary issues remain our top concern. On that front, the Faculty is carefully optimizing its resources and, accordingly, is focusing its investments in areas of priority as detailed in our Strategic Plan and Blueprint. In response to budget cuts imposed by the University in 2017 and 2018 along with the 2018 University Budget Reset, the Faculty created a revenue-enhancement committee whose mandate is to identify and pursue revenue-generating options that include, for example, new academic programs, national and international partnerships (government, industry and foreign universities and hospitals) and medical leadership training. These efforts are nicely complemented by increased efforts in advancement and fundraising, all in support of our strategic priorities. Importantly, these revenue-generating opportunities are also aligned with our vision, mission and values as a premier faculty of medicine.

In addition, the health and safety of our learners, staff, faculty and visitors has remained our top priority in 2020. In March of this year, the Faculty of Medicine developed a Business Continuity Plan (BCP) in response to the rapidly evolving COVID-19 pandemic. The extensive planning and execution of the Faculty's BCP throughout the pandemic provided a systematic approach and rigorous guidelines which greatly facilitated the adaptation to our new circumstances.

Finally, the Faculty made considerable inroads into its governance of information technology and business improvement initiatives, including the creation of an IT steering committee and implementation of Six Sigma yellow belt practice. These measures clearly enhance our ability to address the needs of the Faculty and correct potential deficiencies promptly.



# FACULTY OF MEDICINE HIGHLIGHTS

Today, the Faculty of Medicine ranks consistently among the top five medical schools in the country with several prominent and unique features. Among these, we are the first and largest bilingual medical faculty in North America, committed to providing superior medical education in both official languages. Additionally, all of our educational programs have received stellar accreditation results over the years. On the research front, our faculty attracts 50 to 60 percent of the total research funding received at the University of Ottawa, making us the most research-intensive faculty at the University. Our world rankings highlight our enviable position as a top faculty of medicine for research impact in biomedical and health sciences and for our excellence in clinical medicine and public health. Our strong partnerships with five distinguished local academic health science centres

along with their respective research institutes provide an additional wealth of expertise that further ensures the relevance and the leadership position of our educational and research programs. Finally, our faculty is increasingly becoming recognized for its strong international presence, leading the way with academic partnerships across the globe that offer unprecedented opportunities for all of our stakeholders in varied regions of the world while allowing us to meet our social accountability mandate.

# HIGHLIGHTS

## DEPARTMENTS AND FACULTY



3413  
Clinical and  
Basic Science  
Professors

110 APUO Members  
82 Scientists  
2594 Clinicians  
627 Adjunct Professors



~200  
Administrative  
Staff

Permanent and  
Contract (Academic  
Programs, Marketing,  
IT, HR)



~200  
Technical Staff  
in Labs

(Funded Externally,  
including Grants)

## FUNDING



\$45M Overall  
Budget In 2019–2020



\$143M  
External Research Revenues 2019

## INSTITUTIONAL PARTNERS



5 Affiliated  
Teaching  
Hospitals

The Ottawa Hospital  
Children's Hospital of  
Eastern Ontario  
Montfort Hospital  
Bryère Continuing Care  
Royal Ottawa Mental  
Care Group



6 Hospital-  
based  
Research  
Institutes

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

# EDUCATIONAL PROGRAMS

## UNDERGRADUATE MEDICAL EDUCATION (~650)

Largest bilingual Medical Education Program  
Indigenous Program  
LSES Pipeline  
MD/PhD Program

## GRADUATE AND POSTDOCTORAL STUDIES (~550)

Biochemistry, Cellular and Molecular Medicine,  
Epidemiology, Microbiology and Immunology,  
Neuroscience, Public Health

## POSTGRADUATE MEDICAL EDUCATION (~1200)

72 Specialties/Subspecialties  
5 AFC Programs

## UNDERGRADUATE PROGRAM (~125)

BSc Translational and Molecular Medicine

# RESEARCH

## BUILD ON OUR CURRENT STRENGTHS



## CROSS-CUTTING INITIATIVES

Clinical and Translational Research  
Systems Biology, Genetics and Mechanisms of Disease  
Regenerative Medicine and Innovative Therapeutics

## ADVANCING OUR EMERGING PRIORITIES



# RESEARCH CHAIRS AND RANKINGS

## RESEARCH CHAIRS (~125)

- 12 Canada Research Chairs (Tier 1)
- 9 Canada Research Chairs (Tier 2)
- 6 University Research Chairs
- 31 Endowed/Sponsored Chairs
- 3 University Distinguished Research Chairs
- 8 Distinguished Clinical Research Chairs
- 19 Clinical Research Chairs (Tier 1)
- 19 Clinical Research Chairs (Tier 2)
- 12 Junior Clinical Research Chairs

## RANKINGS

- #2–3 consistently for research intensity medical/science grants (Maclean's 2019)
- #5 for impact in Canada (2018 CWTS Leiden Rankings)
- #36 for public health in the world (Academic Ranking of World Universities)
- #51–75 worldwide for clinical medicine (Academic Ranking of World Universities)
- #77 worldwide for clinical, preclinical and health (THE Rankings)
- #74 worldwide for clinical medicine (NTU ranking 2020)

