



FACULTY OF MEDICINE

ANNUAL METRICS REPORT 2022



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Dean's Message

As the only medical school in Newfoundland and Labrador, we have a special obligation to the people and communities we serve. This commitment also reaches out to other parts of Canada where we have faculty, staff and learners who are part of our commitment to advancing medical education and research.



At a time when health-care in our province and throughout Canada is in high demand, it is important for the Faculty of Medicine to focus on our pledge to achieve excellence in all we do. The need for innovation and change motivates us to think, prepare and act in new and different ways. [*Destination Excellence*](#) is our commitment to aim higher and the balanced score card provides a set of metrics that allows us to set benchmarks, measure success and set realistic goals.

IMPROVING LIVES
DESTINATION EXCELLENCE



Improving Lives

Thriving Learners and Graduates

Data Source(s): Office of Professional Educational Development (OPED), Undergraduate Medical Education Course Evaluations, Canadian Resident Matching Service (CaRMS), Medical Council of Canada Qualification Exam (MCCQE), Report to the Dean and Royal College of Physicians and Surgeons of Canada (RCPSC) or College of Family Physicians of Canada (CFPC) certification exam results (as dictated by Program Directors).

Indicator(s):

	2021	2022	
1) Undergraduate learners – Satisfaction with Courses	86%	86%	=
2) Passed the MCC Exam – 1 st Attempt	96%	82%	↓
3) CaRMS Match Result – 1 st Choice	91%	95%	↑

Commentary:

Undergraduate learners are thriving in the Faculty of Medicine’s academic environment. Most learners (96%; N=75) passed the 2021 MCC qualification exam (part 1) on their first attempt with an average score of 255 points as compared to the national average of 97% (N=2,614) with 263 points. This pass rate is consistent with previous years.

MCC recently updated timelines permitting learners to write the MCCQE at an earlier stage in their MD program instead of administering the exam after the MD program requirements are completed. Learners who choose to write early may perform less satisfactorily than those who choose to write after all program requirements have been completed as they do not have the benefit of the experience gained in the final year of the MD program and they have a lack of access to examination preparation materials available in the MCCQE Review at the end of their program.

In order to promote the goal of a higher first attempt pass rate, beginning with the class of 2024, MCCQE review materials will be made available to learners earlier in their academic career so that they are better equipped to study for the MCC exam, should they choose to write early.

In addition, a theme-based curriculum was implemented in 2019 with the effects to become evident with the class of 2023. In third year (Core-Clerkship), the undergraduate program is moving to the NBME Customized Assessment Tool which permits the use of the NBME database to create our own exams, thereby allowing the undergraduate medical education office to use NBME exams for progress testing that more closely aligns with MCC objectives.

Postgraduate learners all succeeded in passing the certification exam on their 1st attempt in all but three postgraduate programs (Emergency medicine – 80%; Orthopedic Surgery – 80%; and General Surgery – 50%). Overall, the pass rate was about 93% of postgraduate learners.

During 2022, the Faculty of Medicine ranked 1st in the CaRMS match compared to other Canadian medical schools in terms of residents matching to their preferred location upon graduation. On average, the Faculty retains about 57% of undergraduates into postgraduate programs at Memorial University, while the rest choose a different medical school to continue their studies. It is also important to note that Memorial does not offer all residency programs so our graduates may have to pursue their chosen specialty outside the province.

Figure 1 – Undergraduate Medical Learner Satisfaction with Courses

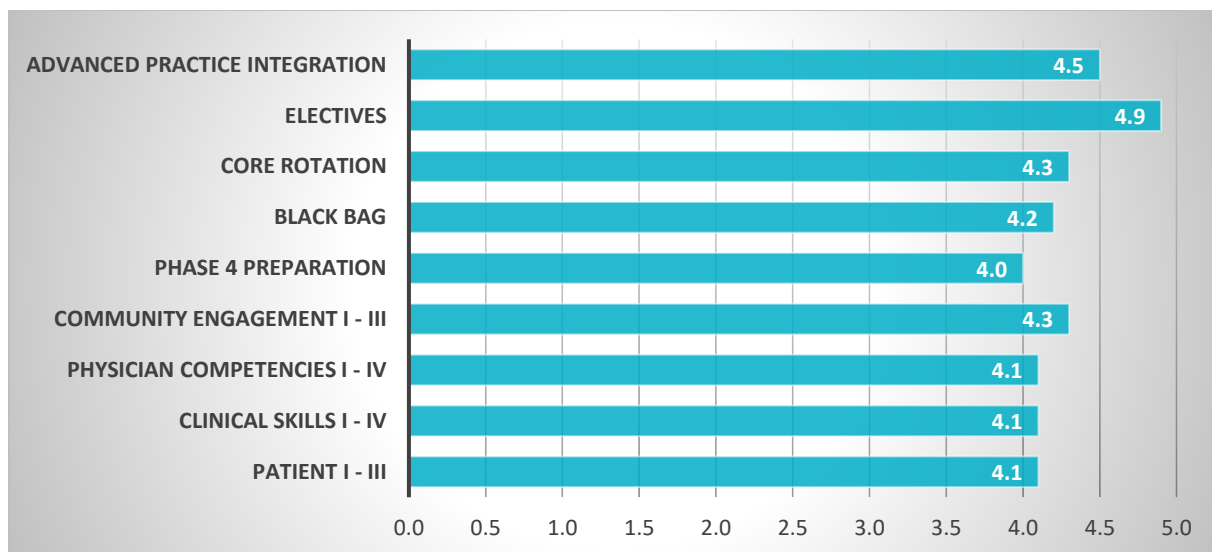


Figure 3 – CaRMS Match Results by Canadian Medical School



2022 R-1 Main Residency Match - first iteration

Table 16: Match results by school of graduation and discipline choice rank

School of graduation		1st Choice	2nd Choice	3rd Choice	4th Choice	5th Choice or Lower	Total
Memorial University of Newfoundland	# Matched	75	3	1	0	0	79
	%	94.94%	3.80%	1.27%	0.00%	0.00%	100.00%
Dalhousie University	# Matched	84	14	4	0	0	102
	%	82.35%	13.73%	3.92%	0.00%	0.00%	100.00%
Université Laval	# Matched	157	35	12	0	0	204
	%	76.96%	17.16%	5.88%	0.00%	0.00%	100.00%
Université de Sherbrooke	# Matched	162	32	8	3	0	205
	%	79.02%	15.61%	3.90%	1.46%	0.00%	100.00%
Université de Montréal	# Matched	217	46	10	2	0	275
	%	78.91%	16.73%	3.64%	0.73%	0.00%	100.00%
McGill University	# Matched	155	14	3	0	1	173
	%	89.60%	8.09%	1.73%	0.00%	0.58%	100.00%
University of Ottawa	# Matched	145	9	6	0		160
	%	90.63%	5.63%	3.75%	0.00%		100.00%
Queen's University	# Matched	88	7	1	0		96
	%	91.67%	7.29%	1.04%	0.00%		100.00%
Northern Ontario School of Medicine	# Matched	54	4	0			58
	%	93.10%	6.90%	0.00%			100.00%
University of Toronto	# Matched	225	16	1	0		242
	%	92.98%	6.61%	0.41%	0.00%		100.00%
McMaster University	# Matched	177	17	0	0	0	194
	%	91.24%	8.76%	0.00%	0.00%	0.00%	100.00%
Western University	# Matched	141	18	1	0		160
	%	88.13%	11.25%	0.63%	0.00%		100.00%
University of Manitoba	# Matched	82	16	3	0		101
	%	81.19%	15.84%	2.97%	0.00%		100.00%
University of Saskatchewan	# Matched	81	15	0	0		96
	%	84.38%	15.63%	0.00%	0.00%		100.00%
University of Alberta	# Matched	135	19	2	0	0	156
	%	86.54%	12.18%	1.28%	0.00%	0.00%	100.00%
University of Calgary	# Matched	123	15	4	1	0	143
	%	86.01%	10.49%	2.80%	0.70%	0.00%	100.00%
University of British Columbia	# Matched	239	26	5	0	0	270
	%	88.52%	9.63%	1.85%	0.00%	0.00%	100.00%
United States medical schools	# Matched	12	0	0			12
	%	100.00%	0.00%	0.00%			100.00%
International medical schools	# Matched	305	57	8	3	0	373
	%	81.77%	15.28%	2.14%	0.80%	0.00%	100.00%
Grand Total	# Matched	2,657	363	69	9	1	3,099
	%	85.74%	11.71%	2.23%	0.29%	0.03%	100.00%

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Impactful Research

Data Source(s): Elsevier (Scopus), Memorial University Researcher Portal (ROMEО), Office of Research and Graduates Studies (RGS), Community Health & Humanities (CHH), BioMedical Sciences (BMS), Clinical Disciplines, Health Science Library and the Office of the Vice-President (Research)

Indicator(s):

	2021	2022	
1) Research Funding Awarded	\$15.3M	\$18.3M	↑
Value of Grants in BMS	\$4.9M	\$6.2M	↑
Value of Grants in CHH	\$1.2M	\$1.9M	↑
Value of Grants in Clinical Disciplines	\$9.2M*	\$10.2M**	↑
2) Research Dissemination: Citation Impact (h-index)	N/A	7	
Research Dissemination: Avg. Citation Impact in BMS	N/A	19	
Research Dissemination: Avg. Citation Impact in CHH	N/A	12	
Research Dissemination: Avg. Citation Impact in Clinical Disciplines	N/A	6	
3) Success Rate of Tri-agency Research Grants	25%	14%	↓
4) # of Research Chairs in the Faculty of Medicine	5	5	=
# of Research Chairs: Tier 1	1	1	=
# of Research Chairs: Tier 2	4	4	=

* Includes \$4.8M in-kind support

**Includes \$2.9M in-kind support

Commentary:

In 2021, there were 78 faculty Full-time Equivalent (FTEs) with active research grants totaling \$15.3 million. This figure includes clinical trial funds associated with faculty members that are administered through Regional Health Authorities (RHAs), Tri-Agency grants administered either by the Faculty of Medicine or by the Universities Research Initiatives & Services (RIS) office, as well as, a \$4.9 million 'in-kind' support grant captured under the Discipline of Medicine for the Strategy for Patient-Oriented Research (SPOR) unit of Memorial University.

Division of BioMedical Sciences' faculty members are awarded an average grant value of \$209,000. There are 24 (75%) active researchers out of the 32 faculty in the Division. They have the highest citation impact, on average within the Faculty of Medicine. Active researchers in the division have produced 1,631 total publications in their career and have an average h-index of 19 (i.e. produced an average of 19 documents that been cited an average of 19 times each).

Note: The h-index is a measure of the number of publications published as well as how often they are cited. Different databases may give conflicting h-index values for the same individual as the calculation is based on the number of publications in that particular database. Generally, a h-index of 20 is considered good. A person's h-index will generally increase over time as additional material is published.

Division of Community Health & Humanities' faculty members are awarded an average grant value of \$89,000. There are 13 (49%) active researchers out of the 27 faculty in the Division. Active researchers in the division have produced 1,193 total publications in their career and have an average h-index of 12 (i.e. produced an average of 12 documents that been cited an average of 12 times each).

Clinical Discipline's Geographic Full-time (GFT) faculty members are awarded an average grant value of \$210,000. There are 38 (22%) active researchers out of the 172 GFT faculty. Active researchers have produced 3,168 total publications in their career and have an average h-index of 6 (i.e. produced an average of 6 documents that been cited an average of 6 times each).

The Faculty of Medicine currently holds five of Memorial University's twenty-two Canada Research Chair (CRC) positions. Memorial currently has an allocation of seven Canadian Institutes of Health Research (CIHR) chairs, of which six are currently filled. Of that six, five are held by faculty members in the Faculty of Medicine.

To enhance clinical research within the Faculty of Medicine, the following priorities are ongoing and will continue throughout 2023:

- Increase engagement with the clinical research directors (CRD) with more regular meetings to discuss specific actions for supporting and enhancing clinical research in the clinical disciplines. These meetings have included presentations by relevant research personnel including the HREA, and NL Health Services.
- Develop models of resource reallocation in order to increase research support to the clinical disciplines/residency programs in the area of research methods/biostatistics.
- Improve collaboration between clinician researchers in the Faculty of Medicine and the Division of Research and Innovation within new provincial health authority (NL Health Services). It is expected that this will lead to increased research in clinical trials and applied health research.

Tier 1: Senior Chair 1) Dr. Michael Leitges: Cell Signaling and Translation Medicine	1 st term
Tier 2: Junior Chairs 1) Dr. Craig S. Moore: Neuroscience and Brain Repair	2 nd term
2) Dr. Michelle Ploughman: Rehabilitation, Neuroplasticity and Brain Recovery	2 nd term
3) Dr. Benjamin Zendel: Aging and Auditory Neuroscience	2 nd term
4) Dr. Touati Benoukraf: Bioinformatics for Personalized Medicine	1 st term (renewal in progress)

Healthier Communities

Data Source(s): Canadian Post-M.D. Education Registry (CAPER), College of Physicians and Surgeons Newfoundland & Labrador (CPSNL), Office of Professional Educational Development (OPED), Undergraduate Course Evaluations and the Faculty of Medicine Admissions Office.

Indicator(s):

	2021	2022	
1) Physicians Practicing in NL Five Years after Exiting Post-MD Training – Family Medicine	58.3%	58.8%	↑
Physicians Practicing in NL Five Years after Exiting Post-MD Training – Surgeons	39.3%	40.4%	↑
Physicians Practicing in NL Five Years after Exiting Post-MD Training – Other Medical Specialists	47.0%	44.9%	↓
2) Diversity – Accepted vs. Available Seats for Indigenous Learners	67%	67%	=

Commentary:

It is well-documented that there is a shortage of physicians in the province. According to the Canadian Post-M.D. Education Registry (CAPER), an increasing number of our postgraduates are staying in the province after graduation; however, these figures presented are based on a 10-year trend between 2006 and 2016. Based on the data, the Faculty retains more Family Medicine residents (59%) in the province than other specialties.

The Faculty of Medicine has recently agreed to reserve an additional five of its 80 undergraduate medical education program seats for Newfoundland and Labrador (NL) learners beginning in September 2023. This will increase the total available seats for NL learners from 60 to 65.

The Faculty reserves three of its 80 undergraduate medical education program seats for learners who are Indigenous. On average, only two of these three seats are filled each year. Currently, data on race or ethnicity is not collected as part of the application process; however, a new application system is planned on being implemented in 2023 onward.

In June 2021, at the request of the Department of Health and Community Services (DHCS), the Faculty of Medicine produced a report outlining ten key recommendations to strategize collaborative efforts in the successful recruitment and retention of physicians in rural, remote and underserved areas of the province. From this, the Newfoundland and Labrador Rural Physician Recruitment and Retention Committee was established and is co-chaired by Dr. Andrew Hunt, Faculty of Medicine Assistant Dean of Distributed Medical Education and Dr. Megan Hayes,

Assistant Deputy Minister of Health Professional Recruitment and Retention. This committee is leading and overseeing the implementation of the recommendations from the report. The Faculty of Medicine has engaged with Newfoundland and Labrador Health Services and the DHCS to develop a blueprint for recruitment of physicians and retention of our learners.

Figure 1 – CAPER report on Post MD Graduates practicing in same province after training.

**Post-M.D. Trainees Completing Programs in 2019 in NL, BC, SK and MB
Includes Canadian Citizens/Permanent Residents entering practice for the first time
(Visa trainees and Re-entry trainees are excluded)**

**PROVINCE PROVIDING POST-M.D. TRAINING
BY
PRACTICE LOCATION THREE YEARS AFTER EXIT (2022)**

Training Province	Practicing in same province as completion of Post-M.D. training							
	Same Province		Different Province		Not Located/ Outside Canada		Total	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Newfoundland	29	60.4%	19	39.6%			48	100.0%
Manitoba	95	68.8%	40	29.0%	3	2.2%	138	100.0%
Saskatchewan	40	56.3%	30	42.3%	1	1.4%	71	100.0%
British Columbia	291	79.5%	62	16.9%	13	3.6%	366	100.0%
Total	455	73.0%	151	24.2%	17	2.7%	623	100.0%

EXCELLENCE IN ALL WE DO
DESTINATION EXCELLENCE



Excellence in all we do

Education Excellence

Data Source(s): Office of Learner Well-Being and Success (LWS).

Indicator(s):

	2021	2022	
1) # of Requests for a Mentor	33	13	↓
# of Requests for a Mentor – Undergraduates	28	8	↓
# of Requests for a Mentor – Postgraduates	0	1	↑
# of Requests for a Mentor – Graduates	4	2	↓
# of Requests for a Mentor – Faculty	1	2	↑
Full-time Faculty Registered to be a Mentor	89	90	↑

Commentary:

There was a significant drop in mentor requests during 2022 while the number of mentors remained consistent. The office of Learner Well-Being and Success (LWS) reported that the drop was due to issues with the website used by mentees.

A formal learner Mentorship program was developed and oversight assigned to the Office of Learner Well-Being and Success (LWS) in 2019. While this formal program exists, there are also many informal mentoring relationships happening throughout the faculty that LWS is hoping to capture. LWS continues to look for ways to improve and promote the formal program. Recently, residents have been added to the program as mentors. In addition, LWS is reviewing the mentorship training program to be re-offered through the Office of Professional and Educational Development (OPED), looking to streamline the booking system through Navigate and planning more sessions for learners to meet with mentors.

The Faculty of Medicine is committed to fostering successful mentoring relationships. Mentorship is a catalyst for attaining successful careers in medicine and research, given its vital role in the professional development and productivity of a mentee. Dr. Tracey Bridger, Assistant Dean of Faculty Wellness, Equity and Professionalism, along with the Office of Professional and Educational Development (OPED) is supporting further development of the Faculty's [mentorship program](#). This work will be a key deliverable and advanced through the new Office of Faculty Professional Affairs.

Research Excellence

Data Source(s): Elsevier (Scopus), Memorial University Researcher Portal (ROMEIO), Office of Research and Graduates Studies (RGS) and Health Sciences Library.

Indicator(s):

	2021	2022	
1) Average # Publications per Faculty per Year	1.8	1.6	↓
Average Total # of Citations of Faculty Member Publications	N/A	1008	
Median Total Publications per Faculty Members (Career)	N/A	14	
2) MUN's Open Access Publication Fund – Applications	18	8	↓
MUN's Open Access Publication Fund – Success Rate	78%	75%	↓
Dean's Open Access Publication Fund – Applications	18	15	↓
Dean's Open Access Publication Fund – Success Rate	89%	100%	↑
Dean's Collaborative Research Grant – Applications	5	4	↓
Dean's Collaborative Research Grant – Success Rate	40%	25%	↓
Dean's Research Support Fund – Applications	N/A	4	↑
Dean's Research Support Fund – Success Rate	N/A	100%	↑

Commentary:

The Faculty of Medicine published 1.8 papers per faculty in 2021 and 1.6 papers per faculty in 2022. Over the course of one's career, faculty produce an average of 14 publications each.

The success rate of open access applications has increased, while the internal grant competition, funded by the Faculty of Medicine, reached a 100% success rate.

There were four successful applications for the Dean's Research Support Fund in 2022, while a competition was not held in the previous year. As there is only one award for the Dean's Collaborative Research Grant, many choose to apply to the Medical Research Foundation (MRF) competition instead since there are typically 4 -5 awards offered and the same application cannot be submitted to both competitions.

The Medical Research Foundation (MRF) was established to assist the Faculty of Medicine to develop and maintain research excellence to help meet the needs of the province and its people. The MRF meets this role by designing and administering internal research grant competitions

funded through income from the Medical Research Endowment and other sources, and by serving as a general resource on issues relating to research programs within the Faculty of Medicine. The administrative structure of the MRF provides a broadly representative, fair, and transparent system to provide recommendations to the Dean of Medicine regarding the design and awarding of internal research grants. As outlined in their terms of reference, both the MRF Board of Directors and the MRF Grants Review Committee are composed of representatives from across the Faculty of Medicine.

Social Accountability

Data Source(s): Office of Professional Educational Development (OPED)

Indicator(s):

	2021	2022	
1) # of Public Engagement Activities on Indigenous Health Issues, Cultural Competency, Anti-racism, Awareness and Sensitivity to Diverse and Disadvantaged Groups.	7	9	↑
# of Participants	692	702	↑

Commentary:

There were nine training activities on indigenous health issues, cultural competency, anti-racism, awareness and sensitivity to diverse and disadvantaged groups in 2022, up slightly from the previous year. Major sources of information come from the ‘*Equity Speaker Series*’ delivered through the Office of Professional Educational Development (OPED) and from discipline grand rounds. There were two *Equity Speaker Series* sessions delivered in each of the last two years and all clinical faculty attended the ‘*Providing Culturally Safe Health Care for Indigenous Patients in Newfoundland and Labrador*’ course provided by OPED this year.

The Division of Community Health and Humanities will be complementing the Social Accountability Office in 2023 by hiring both an Indigenous Health Coordinator, an Indigenous Faculty Lead, a Global Health and Health Equity Coordinator and Global Health and Health Equity Faculty Lead. These positions will foster better engagement and partnerships with Indigenous communities and promote equity and inclusion of our global health communities both locally and globally.

In our Multidisciplinary Laboratories, there were multiple impromptu walk-throughs and tours of the Faculty of Medicine for faculty candidates, visiting speakers, government officials, the UPEI President and other UPEI leaders. Public outreach events included SHAD site visits, NL Indigenous Youth Gathering, Hackathon weekend-3D Printing, Provincial Science Tour, Let’s Talk Science, Science Rendezvous and EDI speaker visits. Approximately 60 students registered for and participated in the MedQuest program, while 88 took part in the Mini Med School sessions.

Note: SHAD is a month-long program for grades 10 & 11 students to access pan-Canadian classrooms with university level STEAM and entrepreneurship content and access to mentors. SHAD focuses on both academic learning through lectures, workshops, labs and group projects as-well as the development of an individual and community. These experiences are usually focused on the areas of science, technology, engineering, arts, and/or mathematics (STEAM).

Figure 1 – Social Accountability Training Activities Identified

Area	Activity	2021-22	2022-23
OPED	An Equitable Lens to Advancing Our Mission – Setting the Foundation (Equity Speaker Series)	✓	
	Providing Culturally Safe Health Care for Indigenous Patients in Newfoundland and Labrador	✓	
	Equity, Diversity and Inclusion in Academic Medicine: Setting the Stage for Diverse Human Flourishing (Equity Speaker Series)		✓
	Reconciliation in Medical Education (Equity Speaker Series)		✓
	A talk on EDI-AR at the MUNMed Reunion		✓
Family Medicine	Refugee Health Symposium	✓	
	Opioid abuse training	✓	
	Indigenous Cultural Diversity Training provided by First Light	✓	✓
	6for6 program – mentorship in research for faculty in rural/remote areas	✓	✓
	Care of underserved populations – travel to Nepal	✓	✓
	Faculty development session: Balint Groups in Family Medicine Education		✓
Anesthesia	Rounds presentation on trauma informed practices	✓	
Surgery	Postal Codes and Surgical Outcomes which talked largely about social determinants of health (indigenous issues, racism etc. included)	✓	
Pediatrics	Pediatric Grand Rounds presentation on racism in medicine from Dr. Ogunyemi, Assistant Dean Social Accountability		✓
	Unconscious bias training		✓

EMPOWERED PEOPLE
DESTINATION EXCELLENCE



Empowered People

Culture of Excellence

Data Source(s): Banner/FAST Financial System, Human Resources and the Newfoundland & Labrador (NL) Statistics Agency.

Indicator(s):

	2021	2022	
1) Median # of Years of Service (FoM): Non-Academic Staff	7.7	7.3	↓
Non-Academic Staff: 1+ Years of Service	87%	90%	↑
Non-Academic Staff: 5+ Years of Service	61%	62%	↑
Non-Academic Staff: 10+ Years of Service	35%	39%	↑
2) Median # of Years of Service (FoM): Faculty in BMS	16.1	15.6	↓
Median # of Years of Service (FoM): Faculty in CHH	13.2	13.6	↑
Median # of Years of Service (FoM): Faculty in Disciplines	14.8	14.8	=
3) Satisfaction with the FoM Workplace	N/A	N/A*	
4) Employees whom Identify as Female	62%	63%	↑
Employees whom Identify as Male	36%	36%	=
Employees whom Identify as Another Gender	2%	1%	↓
Employees whom Self-identified as Having a Disability	0.4%	0.7%	↑
Employees whom Self-identified as Indigenous	1.7%	1.6%	↓
Employees whom Self-identified as a Member of a Racialized Group	6.8%	7.3%	↑
5) Average # of Sick Days used by Non-academic Staff	5.3	7.9	↑
6) Faculty Position Metrics	See Figures 1, 2 and 3		

* Satisfaction Survey complete / analysis ongoing

Commentary:

Non-academic staff stay within the Faculty of Medicine for an average of seven and a half years. This is indicative of the stability of long-term employees versus junior employees which reflects positively for the Faculty of Medicine. We will monitor this over the coming years to look for trends. An employee satisfaction survey will be undertaken in 2023 and reported on in the months following.

An average of nine sick days were taken by non-academic staff per year over the three calendar years prior to the pandemic. During the pandemic, while working from home, sick days taken reduced to four or five days. Since returning to the office, the number of sick days has increased to an average of about eight days per year.

Academic staff/faculty members have an average of 15 years of service at the Faculty of Medicine. Out of the 274 faculty in the Faculty of Medicine, 64 have between 5 and 10 years of service and 37 have less than five years of service.

There are a much higher percentage of faculty with the Associate Professor rank in the Faculty of Medicine (50%) compared to the rest of Memorial University (36%). In contrast, there is a higher percentage of faculty with the Full Professor rank across campus (33%) than at the Faculty of Medicine (22%). The other ranks are mostly consistent with their across-campus counterparts. We will monitor this trend over time.

Faculty who identify as female are younger than faculty who identify as male by an average of five years (42 years - 47 years) at the Assistant Professor rank, two years (51 years vs. 53 years) at the Associate Professor rank and about the same age (61 years) at the Full Professor rank. The age groups that represent the majority of female faculty at each rank are 36-45 (N = 24; 19%) for Assistant Professor, 46-55 (N = 32; 25%) for Associate Professor and 56-65 (N = 12; 9%). The majority of age groups are male faculty.

Employees, including all academic and non-academic staff, identify as either female (63%), male (36%) or another gender (1%). There are almost twice as many females than males in the Faculty of Medicine (1.8 females to every male). The female-to-male ratio grew very slightly in the past year.

About 10% of employees self-identify as either having a disability (1%), being indigenous (2%), or a being a member of a racialized group (7%). This group of people has grown in size in the past year by about 1% of employees.

Figure 1 – Comparison of Faculty Rank to Main Campus

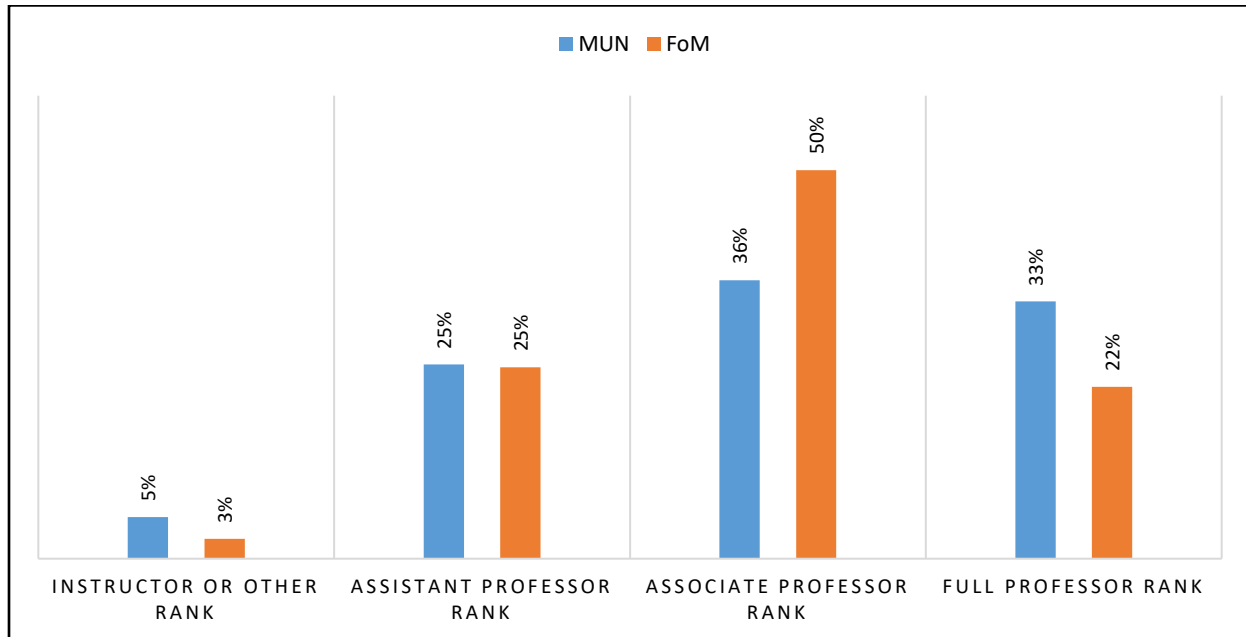


Figure 2 – Faculty by Age and Rank (2022)

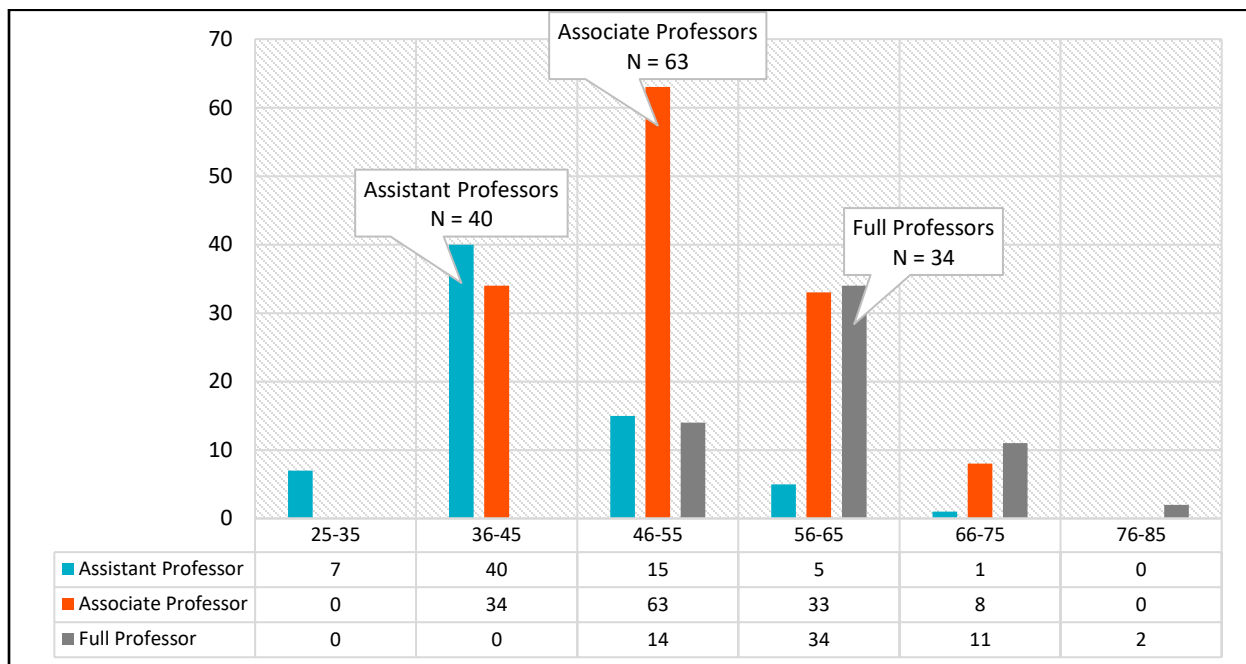


Figure 3 – Faculty* by Gender, Age and Rank (2022)

Gender**	Age	Assistant Professor	Associate Professor	Full Professor
Male	25-35	0	0	0
	36-45	16	17	0
	46-55	8	31	7
	56-65	4	18	22
	66-75	1	6	7
	76-85	0	0	1
Female	25-35	7	0	0
	36-45	24	17	0
	46-55	7	32	7
	56-65	1	15	12
	66-75	0	2	4
	76-85	0	0	1
Total		68	138	61

* Excluding Librarians

** As indicated in the Faculty of Medicine database

Inspiring Leadership

Data Source(s): Faculty of Medicine’s Communications Office, Vice Dean, Education and Faculty Affairs, Human Resources Offices and the Office of Professional Educational Development (OPED).

Indicator(s):

	2021	2022	
1) Facebook - Average # of People Engaged	1,104	444	↓
Facebook - Average # of People Reached	13,262	24,749	↑
Facebook - Average # of Faculty Page Views	524	881	↑
Facebook - Average # of "liked" Pages	23	22	↓
Facebook - Average # of Posts Made During the Year	25	52	↑
Twitter - Average # of Mentions	187	165	↓
Twitter - Average # of Times Posts were Seen	7,265	21,374	↑
Twitter - Average # of Profile Visits	4,658	4,391	↓
Twitter - Average # of New Followers	34	24	↓
Twitter - Average # of Retweets	43	15	↓
Twitter - Average # of Posts Made During the Year	29	19	↓
Instagram - Average # of People Engaged	1,286	387	↓
Instagram - Average # of People Reached	N/A	2,053	
Instagram - Average # of Profile Visits	N/A	748	
Instagram - # of Followers	1,941	2,334	↑
Instagram - Average # of Stories Made During the Year	28	25	↓
Internal Communication - Average # of Dean's Notes Readers	125	100	↓



Commentary:

Social media viewership has increased significantly; however, engagement has dropped since 2021. On Twitter, there were 10 fewer posts made during 2022, while viewers increased from around 7,000 to 21,000. On Facebook, the number of posts doubled compared to 2021 (N = 25 in 2021 to 51 in 2022), while overall engagement dropped by 60% (N=1104 in 2021 to 444 in 2022). Our Instagram, followers increased by 20% (N = 393 new followers).

One factor with social media engagement in 2021 being high was that for a period of time, we received a lot of negative engagement due to an ongoing issue. Negative issues can result in more social media engagement due to a “snowball effect” as an issue or topic gains more traction and interactions. The challenge with tracking the current social media metrics is that we have no way of distinguishing negative vs. positive interactions. Mid-way through 2021 some of the social metrics were adjusted by the platforms, which means we were tracking different metrics (or the same metrics measured differently) between the two years.

Memorial’s Marketing and Communications office has been working with an external marketing firm, M5, to create a social media strategy that will guide communications for all aspects of the university. The strategy has not yet been released internally or to the public. However, Marketing and Communications is now hiring for a new Social Media Specialist role, which is a key step in the strategy’s implementation. We expect this to provide guidance for our own social media activity in the Faculty of Medicine upon its release later in 2023, and moving forward.

Inspiring Leadership (Continued)

Indicator(s):

	2021	2022	
1) Staff Management Positions: Applicants	159	212	↑
Staff Management Positions: Offers	12	9	↓
Staff Management Positions: Acceptances	9	8	↓
Faculty Leadership Positions: Applicants	1	3	↑
Faculty Leadership Positions: Offers	1	1	=
Faculty Leadership Positions: Acceptances	1	1	=
2) Faculty and Staff Development Programs:			
Certificate Program Courses	52	55	↑
# of Participants	1223	960	↓
Faculty Development Activity Courses	12	4	↓
# of Participants	151	19	↓
Joint Staff/Faculty Development Activity Courses	1	2	↑
# of Participants	47	156	↑
3) Unit/Discipline/Division Alignment with the Strategic Plan	72%	80%	↑

Commentary:

The majority of Units within the Faculty of Medicine (80%) have aligned their efforts to the *Destination Excellence* strategic plan by preparing and submitting their own unit plan(s).

While the number of applicants for management positions within the Faculty of Medicine have increased, there are more applicants deemed ineligible for various reasons including lack of education or skills to perform the role and external applicants from outside the country not possessing valid work permits. Non-acceptance of an offered position is generally due to our inability to meet salary expectations or the applicant has accepted a position elsewhere. To our knowledge, having an offer turned down, is not related to work from home opportunities.

OPED's team of educators and staff specialize in professional health education and are focused on providing excellence and innovation in educational services for the Faculty of Medicine community with their course offerings for faculty and staff.

Exceptional People

Data Source(s): Office of Professional Educational Development (OPED).

Indicator(s):

	2021	2022	
1) # of Project Team Participants: Faculty	30	30	=
# of Project Team Participants: Staff	34	34	=
2) Continuing Professional Development for Health Professionals:			
Online Modules (MDCme, OPED, Nursing Portal)			
- Courses	100	101	↑
- Participants	6962	6951	↓
Onsite (CPD) Programs			
- Courses	18	22	↑
- Participants	648	1494	↑
3) Satisfaction with Development Initiatives:			
Addressed Knowledge Gap	88.4%	87.4%	↓
Enhanced Knowledge	90.3%	92.3%	↑
Met the Stated Objectives	91.9%	91.2%	↓
Relevancy to Individual's Practice	85.3%	87.9%	↑
4) # of Workplace Incidents: Reported	105	92	↓
# of Workplace Incidents: Injuries	4	13	↑

Commentary:

The overall satisfaction with OPED faculty development sessions remains extremely high. There has been a decline in responses regarding opportunity to interact with peers due to the move of the majority of faculty development from in-person events to online events where the limitations of Webex leads to a lack of open discussion between peers.

To increase engagement, additional advanced notice will be provided when promoting events, reminders will be sent out through MunMed Express and the Communications Office, as well as informing Discipline Chairs of upcoming faculty development events. Keeping registration affordable through funding opportunities will help offset registration costs.

To improve interactivity in training sessions polling will be incorporating into live events, group breakout activities in online events will be promoted and speakers will be reminded to give participants ample opportunity for questions and answers.

Robust Infrastructure

Data Source(s): Faculty of Medicine Finance Office, Office of the Chief Risk Officer (OCRO) and Office of the Chief Information Officer (OCIO).

Indicator(s):

	2021	2022	
1) Capital Funding Awarded: Infrastructure Repairs and Replacement	\$320K	\$400K	↑
2) Learner Housing – Overall Satisfaction	N/A	82%	
2) Blocked Electronic Mail: Incoming	1.1M	16.2M	↑
Blocked Electronic Mail: Outgoing	113K	1M	↑

Commentary:

Capital funding is awarded to the Faculty of Medicine each year from the Department of Health and Community Services for repairs and replacement of aging infrastructure and equipment. The amount generally varies between \$300,000 to \$400,000. Funds may not necessarily be spent in the year received therefore funding may be carried over multiple years before actually being spent.

Distributed Medical Education (DME) offers robust educational opportunities throughout many rural and remote areas in the country. Quality learning experiences are delivered at 27 teaching sites that host learners at both the UGME and PGME levels. Learners, faculty and staff take advantage of 3D printing, Point of Care Ultrasonography (POCUS) and Electronic Medical Records (EMR) to enhance their learning experience. Learners are supported with comfortable and safe living units that are embedded throughout rural communities. Learner satisfaction surveys, such as the Rural Amenities Survey, provide key information to the Office of DME which liaises with property owners and municipal leaders to help ensure housing experiences meet learner expectations and needs as per the Housing Policy. Recent updates now allow for expanded family and pet capacity so that learners may feel more at home while away from home.

Using a phased approach to design, renovation and execution, the \$7 million air quality upgrades for the Anatomy Suite were fully commissioned and in use for the 2022 academic year. Currently, a \$900,000 project is underway to implement emergency eyewash and shower upgrades to meet the American National Standards Institute (ANSI) standards.

OCIO Security is constantly evolving email security while developing and enhancing the email security landscape. Having the Faculty of Medicine move to the Memorial Exchange environment will allow the faculty to avail of new features and added layers of email security as new security features are continually being reviewed and implemented.

ENDURING LEGACY
DESTINATION EXCELLENCE



Enduring Legacy

Efficient and Effective Resourcing

Data Source(s): Memorial University’s Development Office and Office of Alumni Engagement, Faculty of Medicine’s Finance Office, Postgraduate Medical Education Office (PGME) and Research and Graduates Studies (RGS).

Indicator(s):

	2021	2022	
1) Undergraduate Awards: # of Awards Issued	125	136	↑
Undergraduate Awards: Average Value per Award	\$1,845	\$1,848	↑
Graduate Awards: # of Awards Issued	86	106	↑
Graduate Awards: Average Value per Award	\$5,482	\$6,917	↑
Postgraduate Awards: # of Awards Issued	2	19	↑
Postgraduate Awards: Average Value per Award	\$1,000	\$474	↓
2) Alumni who Feel Engaged by the University	42%	TBD**	
3) Donations: Total	\$827K	\$642K	↓
Donations: Scholarships/Bursaries/Awards	\$452K	\$364K	↓
Donations: Research	\$262K	\$59K	↓
Donations: Area of Greatest Need	-	\$13K	↑
Donations: Future Designations	\$13K	\$134K	↑
Donations: Other	\$100K	\$72K	↓
4) # of Gifts Between \$10,000 and \$100,000 (major gift)	19	17	↓
# of Gifts Greater Than \$100,000	1	1	=
5) Offices Operating Within Budget	88%	82%	↓
6) Budgeted Expenditures Covered by the Government Operating Grant	81%	81%	=
7) Operating Revenue Growth, Excluding Core-operating Grants	8.7%	1.9%	↓

** Available July 2023

Commentary:

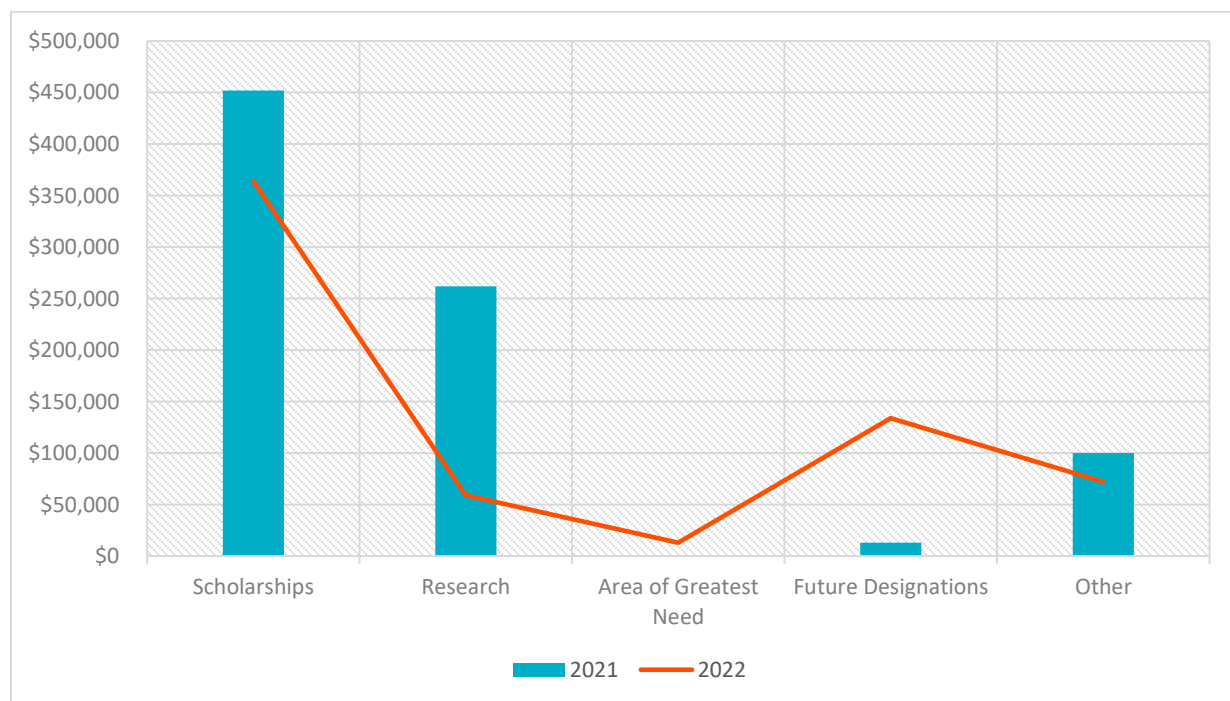
Total donations have dropped by more than 20% over the past year, while the number of major gifts received dropped by two. In addition to the number of gifts indicated above, one gift of between \$10,000-\$100,000 was directed to the Faculty of Medicine but was attributed to the School of Graduate Studies (SGS) and another one of similar size; however, the amount attributed to the Faculty of Medicine was below \$10,000.

The Faculty of Medicine recently designated up to \$50,000 to support their fundraising efforts as part of Memorial University’s fundraising campaign. The University has not identified their funding priorities to date; however, the Faculty will be setting their own priorities.

Donations declined in 2022 for a number of reasons including the reduction in the number of in person meetings and events due to COVID and the downturn in the stock market, which resulted in a number of donors deciding not to donate their securities. Additionally, the unit is down one full-time Development Officer, which limits the ability to fundraise.

Moving forward, a Development Officer will be hired in 2023, increasing the capacity of the Development Team. While COVID is still present, donors are becoming more open to in-person gatherings leading to increased solicitation opportunities. While the stock market is still volatile, it is starting to recover, which should lead to an increase in the number of securities transfers this year.

Figure 1 – Donations by Type



Definitions:

- 1) **Area of Greatest Need:** A category that lets the dean decide how the funds should be spent, based on faculty priorities
- 2) **Future Designations:** Donated funds but the donors have not identified how they would like to see their gift used
- 3) **Major Gift:** Any donation greater than \$10,000

Continuous Performance Management and Improvement

Data Source(s): Committee on the Accreditation of Canadian Medical Schools (CACMS), Committee on the Accreditation for Continuing Medical Education (CACME), Postgraduate Medical Education Office (PGME), Division of Community Health & Humanities (CHH) and the Division of BioMedical Sciences (BMS).

Indicator(s):

	Target	2021	2022	
1) Undergraduate Medical Education – Committee on the Accreditation of Canadian Medical Schools (CACMS)	Accredited	Accredited	Accredited (8 Years)	↑
OPED – Committee on the Accreditation for Continuing Medical Education (CACME)	Accredited	Accredited	Accredited	=
Postgraduate Medical Education Programs – Fully Accredited	18	13	13	=
Postgraduate Medical Education programs: Follow-up w/ Action Plan Outcomes Report	0	2	1	↓
Postgraduate Medical Education Programs: Follow-up w/ External Review	0	2	3	↑
Postgraduate Medical Education Programs: Notice of Intent to Withdraw Accreditation	0	1	1	=
2) CHH Academic Program Review: Status	-	TBD	TBD**	
BMS Academic Program Review: Status	-	TBD	Completed	

** *Unknown time of availability*

Commentary:

Undergraduate medical education accreditation was awarded by the Committee on the Accreditation of Canadian Medical Schools (CACMS) for the full eight-year term ending in 2030. A monitoring report is due in two years' time but no interim visits are required. Accreditation at this standard has not been awarded to the Faculty of Medicine to our knowledge since 1985.

Two postgraduate programs have submitted the required accreditation follow-up documentation and a final decision will be made by the Royal College in June 2023. The discipline with intent to withdraw has received full accreditation based on their most recent submission to the College and now falls under the regular on-site review timeline in the fall of 2024. External reviews for Geriatric Psychiatry (new program) and Anatomical Pathology will take place in 2023. All other programs are fully accredited.

PGME accreditation engagement and preparation has been on going with stakeholders since 2020 to determine strengths, challenges and barriers in accreditation planning. Discussions have centered on what accreditation is and how it has changed since the last accreditation. In preparation, internal reviews have taken place with experienced accreditors as reviewers. Going forward, bi-monthly Accreditation Cafés will take place via Webex for program administrators, program directors and academic chairs to discuss challenges with accreditation and take part in general brainstorming of ideas. Beginning in May 2023, Accreditation Moments will be distributed to stakeholders and an Accreditation Timeline poster will be published.

BioMedical Sciences (BMS) plans to develop its own unit-level strategic plan in 2023. Strategic objective streams have been identified in alignment with Memorial’s strategic framework. A number of primary objectives related to pillars within the defined streams are currently being developed.