



FACULTY OF MEDICINE

ANNUAL METRICS REPORT

2023



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Dean's Message



At a time when health care in our province and throughout Canada is in high demand, we recognize that the Faculty of Medicine has an important role when supporting medical education in Newfoundland and Labrador.

This annual metrics report 2023 reflects on our commitment to the four pillars of our strategic plan, *Destination Excellence* – enduring legacy, empowered people, excellence in all we do and improving lives.

With a new strategic plan on the horizon, *Grounded in Excellence 2024-2027*, we have an opportunity to refine our priorities and goals to the next level. We have a special obligation to support the people and communities we serve and we want to aim higher. The balanced score card provides a set of metrics that allows us to set benchmarks, measure success and set realistic goals while aligning with the vision and strategy the Faculty of Medicine.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dolores McKeen', written in a cursive style.

Dolores M. McKeen, MD, FRCPC, MSc, CCPE
Dean, Faculty of Medicine
Professor of Anesthesia

IMPROVING LIVES
DESTINATION EXCELLENCE



Improving Lives

Thriving Learners and Graduates

Data Source(s): 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	2023
1) Undergraduate learners – Satisfaction with Courses	86%	86%	84%
2) Passed the MCC Exam – 1 st Attempt	96%	82%	78%
3) CaRMS Match Result – 1 st Choice	91%	95%	90%

Commentary:

Undergraduate Learner success rates for the first attempt at the MCC qualification exam has continued to decline. The 2023 MCC qualification exam (part 1) first attempt pass rate for Memorial learners is 78% (N=72) with an average score of 243 points as compared to the national average of 94% (N=2,752) with a score of 258 points.

These results are concerning as historically Memorial learners have had a higher pass rate in line with other Canadian medical universities. This decline has been discussed at the Student Assessment and Program Evaluation Subcommittees. Further review to determine contributing factors of the decrease in pass rate and strategies for corrective actions will be discussed over the coming months as Undergraduate Medical Studies aim to find ways to support learner preparation for the exam and continue to monitor learner performance.

In 2023, the Faculty of Medicine retained 54% of undergraduates into postgraduate programs at Memorial, with the remainder choosing different medical schools to continue their postgraduate studies. Memorial University medical school does not offer all residency programs resulting in some graduates pursuing their chosen specialties elsewhere. Eighty-five percent of the Faculty of Medicine residency positions were filled in the first round CaRMS match process in 2023.

Figure 1 – Undergraduate Medical Learner Satisfaction with Courses

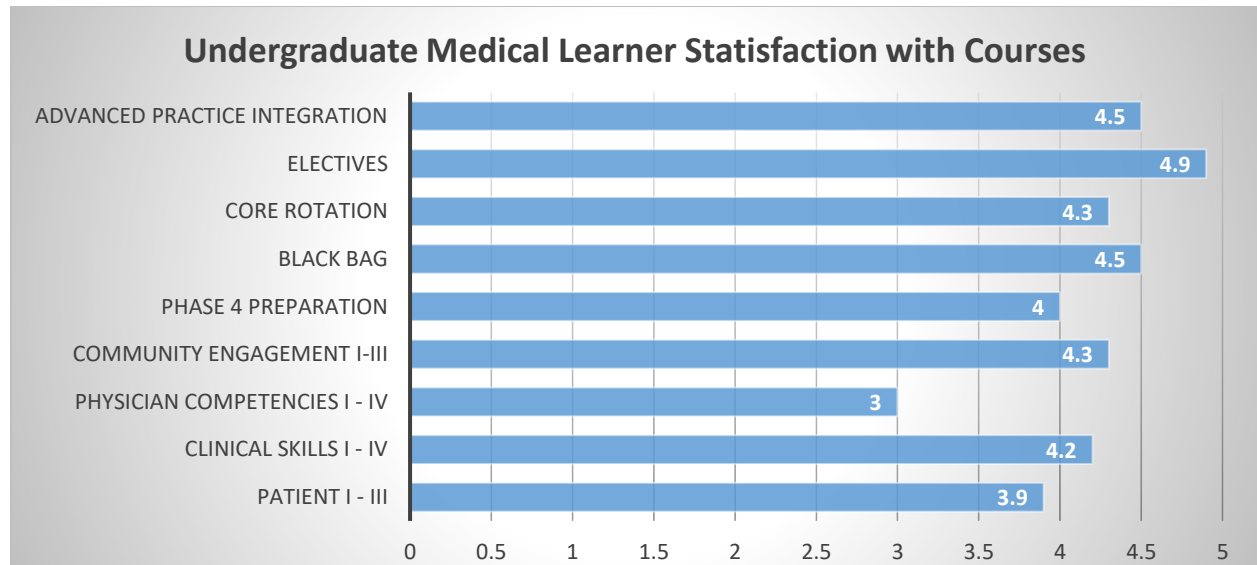


Figure 2 – CaRMS Match Results by Canadian Medical School



2023 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	66	6	1			73
	%	90.41%	8.22%	1.37%			100.00%
Dalhousie University	# Matched	94	17	2	0	0	113
	%	83.19%	15.04%	1.77%	0.00%	0.00%	100.00%
Université Laval	# Matched	181	40	10	2	0	233
	%	77.68%	17.17%	4.29%	0.86%	0.00%	100.00%
Université de Sherbrooke	# Matched	144	26	3	1	0	174
	%	82.76%	14.94%	1.72%	0.57%	0.00%	100.00%
Université de Montréal	# Matched	230	34	9	0	1	274
	%	83.94%	12.41%	3.28%	0.00%	0.36%	100.00%
McGill University	# Matched	141	18	4	1	0	164
	%	85.98%	10.98%	2.44%	0.61%	0.00%	100.00%
University of Ottawa	# Matched	145	15	1	0	0	161
	%	90.06%	9.32%	0.62%	0.00%	0.00%	100.00%
Queen's University	# Matched	97	7	0	0	0	104
	%	93.27%	6.73%	0.00%	0.00%	0.00%	100.00%
NOSM University	# Matched	59	3	1			63
	%	93.65%	4.76%	1.59%			100.00%
University of Toronto	# Matched	230	20	4	0	0	254
	%	90.55%	7.87%	1.57%	0.00%	0.00%	100.00%
McMaster University	# Matched	168	25	0			193
	%	87.05%	12.95%	0.00%			100.00%
Western University	# Matched	158	12	1			171
	%	92.40%	7.02%	0.58%			100.00%
University of Manitoba	# Matched	90	12	3	0	0	105
	%	85.71%	11.43%	2.86%	0.00%	0.00%	100.00%
University of Saskatchewan	# Matched	83	15	0			98
	%	84.69%	15.31%	0.00%			100.00%
University of Alberta	# Matched	134	18	2	2		156
	%	85.90%	11.54%	1.28%	1.28%		100.00%
University of Calgary	# Matched	123	12	2	0	0	137
	%	89.78%	8.76%	1.46%	0.00%	0.00%	100.00%
University of British Columbia	# Matched	239	28	2	1	0	270
	%	88.52%	10.37%	0.74%	0.37%	0.00%	100.00%
United States medical schools	# Matched	15	1	0			16
	%	93.75%	6.25%	0.00%			100.00%
International medical schools	# Matched	363	48	6	4	1	422
	%	86.02%	11.37%	1.42%	0.95%	0.24%	100.00%
Grand Total	# Matched	2,760	357	51	11	2	3,181
	%	86.77%	11.22%	1.60%	0.35%	0.06%	100.00%

Impactful Research

Data Source(s): Elsevier (Scopus), Memorial University Researcher Portal (ROMEo), 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	2023
1) Research Funding Awarded	\$15.3M	\$18.3M	\$17.4M
Value of Grants in BMS	\$4.9M	\$6.2M	\$5.4M
Value of Grants in CHH	\$1.2M	\$1.9M	\$1.7M
Value of Grants in Clinical Disciplines	\$9.2M*	\$10.2M**	\$10.3M***
2) Research Dissemination: Citation Impact (h-index)	N/A	7	11
Research Dissemination: Avg. Citation Impact in BMS	N/A	19	21
Research Dissemination: Avg. Citation Impact in CHH	N/A	12	15
Research Dissemination: Avg. Citation Impact in Clinical Disciplines	N/A	6	8
3) Success Rate of Tri-agency Research Grants	25%	14%	5%
4) # of Research Chairs in the Faculty of Medicine	5	5	5
# of Research Chairs: Tier 1	1	1	1
# of Research Chairs: Tier 2	4	4	5

* Includes \$4.8M in-kind support

**Includes \$2.9M in-kind support

***Includes \$3.9M in-kind support

Commentary:

In 2023, the active research grants totaled \$17.4 million, which is a slight decrease from the previous year. 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 \$3.9 million 'in-kind' support grant within the Discipline of Medicine.

The h-index is a measure of the number of publications published and as how often they are cited. The h-index generally increases over time as additional material is published and cited.

The CIHR grant is split into two competitions per year – fall and spring. The low rate reported in 2023 is because the only two applications received were unsuccessful.

The Faculty of Medicine currently holds five of Memorial University’s twenty-two Canada Research Chair (CRC) positions, as well as five of Memorial University’s seven Canadian Institutes of Health Research (CIHR) chairs, of which six are currently filled. Tier 1 chairs have a 7-year term while Tier 2 chairs have a 5-year term with a maximum of 10 years.

The Division of Community Health and Humanities (CHH) was recently renamed Population Health and Applied Health Sciences (PHAHS) and continues to focus on population health, applied clinical and health research, and biomedical ethics. The Division’s research portfolio is driven by the interests of its faculty members including topics such as Canadian Longitudinal Studies on Aging, Bioethics, and Applied Health Research. Amongst others. The BioMedical Sciences (BMS) Division is a founding Division of the Faculty of Medicine. There are five research groups in BMS organized around similar research interests and delivery of graduate programs: Immunology and Infectious Diseases, Cardiovascular and Renal Sciences, Neuroscience, Human Genetics and Cancer and Development.

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

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	2023
1) Physicians Practicing in NL Five Years after Exiting Post-MD Training – Family Medicine	58.3%	58.8%	59.5%
Physicians Practicing in NL Five Years after Exiting Post-MD Training – Surgeons	39.3%	44.9%	45.9%
Physicians Practicing in NL Five Years after Exiting Post-MD Training – Other Medical Specialists	47.0%	40.4%	40.7%
2) Diversity – Accepted vs. Available Seats for Indigenous Learners	100%	100%	100%

Commentary:

According to the latest reports from the Canadian Post-M.D. Education Registry (CAPER), the number of physicians continuing to practice in Newfoundland and Labrador five years after completing their residency, remained steady for 2023.

There are 80 seats available each year for which 750-800+ applications are received. Up to 69 of these seats are reserved for applicants who are residents of Newfoundland and Labrador.

The Faculty of Medicine currently reserves three of its eighty undergraduate medical education program seats for Indigenous learners, which have been accepted over the past number of years.

The remaining seats are held for applicants who are residents of Nunavut or Other Canadian Provinces.

The figures for 2021 and 2022 have been updated in the table above as they were incorrectly reported in the previous metrics report.

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	2023
1) # of Requests for a Mentor	33	13	7
# of Requests for a Mentor – Undergraduates	28	8	6
# of Requests for a Mentor – Postgraduates	0	1	0
# of Requests for a Mentor – Graduates	4	2	0
# of Requests for a Mentor – Faculty	1	2	1
Full-time Faculty Registered to be a Mentor	89	90	100
2) Career Advising	N/A	N/A	60
Mentorship	N/A	N/A	28

Commentary:

The Mentoring program is committed to fostering effective relationships with learners to aid them in achieving successful careers in clinical medicine, research and administration. The mentorship website provides evidence-based resources and tools to help both mentors and mentees with their mentoring journey. The website contains a platform where mentees can search and connect with faculty mentors. It also provides informative resources for the mentor and mentee to help with their mentorship journey.

Mentorship requests through this resource appear to have slowed despite the learners knowing about the program. An informal survey was conducted by LWS and they are currently working with the learners to determine what their needs and wants are for a mentorship program. The goal for the next 12 months will be to offer more in person presentations where mentors and mentees talk about their experiences and the value of the program.

Postgraduate Information

LWS started to develop and gradually increase capacity for assisting and supporting postgraduate medical learners in July 2020. The focus for the postgraduate learners is: improving the quality of life and welfare of learners; providing assistance to learners in distress; and referring them to appropriate services as needed. A Well-Being Network consisting of Discipline Well-Being representatives was developed and administered by LWS along with a joint PGME – LWS working group to guide activity in this area.

Career advising and mentorship at the postgraduate level are provided through informal arrangements in most specialty and sub-specialty training programs according to program specific accreditation standards and practices under the leadership of each program director. LWS began tracking these informal arrangements in September 2023. Not all postgraduate training programs have this informal arrangement and efforts are being made currently to survey all programs to obtain accurate and up-to-date information.



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	2023
1) Average # Publications per Faculty per Year	1.8	1.6	1.7
Average Total # of Citations of Faculty Member Publications	N/A	1008	1202
Median Total Publications per Faculty Members (Career)	N/A	14	15
2) Memorial's Open Access Publication Fund – Applications	18	8	14
Memorial's Open Access Publication Fund – Success Rate	78%	75%	93%
Dean's Open Access Publication Fund – Applications	18	15	23
Dean's Open Access Publication Fund – Success Rate	89%	100%	91%
Dean's Collaborative Research Grant – Applications	5	4	1
Dean's Collaborative Research Grant – Success Rate	40%	25%	100%
Dean's Research Support Fund – Applications	N/A	4	TBD
Dean's Research Support Fund – Success Rate	N/A	100%	TBD

Commentary:

In 2023, faculty in the Faculty of Medicine published an average of 1.7 papers per faculty member which is consistent with previous years. Faculty produce an average of 15 publications each over the course of their career.

The Dean's Open Access Publication Fund is provided to help with funding to academic researchers who require it towards the fees for open-access publications. The Dean's Open Access Publication Fund is open to eligible faculty members and available until the funds are depleted. As the Dean's Research Support Fund is still open for 2023, the number of funded applications is not complete at this time.

The Dean's Collaborative Research Grant has only one competition per year and is to foster the development of collaborative clinical and non-clinical research projects in the Faculty of Medicine. It is to support one \$30,000 operating grant to be awarded to a research team consisting of at least two FoM members (one clinical and one non-clinical) for a multi- and/or inter-disciplinary research project. In 2023, there were two applications with only one applicant being successful.

The Dean's Research Support Fund provides modest amounts of financial support towards increasing the probability of successful submission or resubmission of research grant applications to national or international funding agencies. It has four \$5,000 grants available to eligible participants and is only competitive if more than four applications are received. In 2023, two applications were submitted and both were awarded.

The Medical Research Foundation (MRF) was established by Memorial University of Newfoundland 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. In 2023 five participants received grants of between \$20,000 - \$30,000 each.



Social Accountability

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

Indicator(s):

	2021	2022	2023
1) # of Public Engagement Activities on Indigenous Health Issues, Cultural Competency, Anti-racism, Awareness and Sensitivity to Diverse and Disadvantaged Groups.	7	9	120
# of Participants	692	702	9333

Commentary:

The number of activities and level of engagement for social accountability has increased dramatically over previous years.

At the UGME level, the community engagement courses are all about social accountability. The Division of Population Health and Applied Health Sciences teaches the social determinants of health, global health, refugee health, healthy sexuality, cultural competence, and other relevant courses.

During the clerkship phase, the learners further refine their non-clinical skills while also engaging with complex social and health issues. Communication in difficult situations, contribution to cultures of safety and improvement, disease management education, and collaboration within interprofessional teams are core components. Learners also delve into the integration of social determinants of health and cultural safety within patient management planning, ensuring a well-rounded, socially accountable clinical training.

At the PGME level, training continues to uphold the tenets of social accountability with a focus on patient-centered care and professionalism in various specialties such as radiology, psychiatry, and laboratory medicine. Workshops, grand rounds, and mentorship programs emphasize the development of skills in conflict resolution, mindfulness, and the understanding of diversity and equity within the healthcare system. Many of the activities are related to community engagement. Our commitment to social accountability extends beyond the classroom and clinic into direct community engagement. This includes advocacy and educational efforts on topics such as harm reduction, substance use, and health care for indigenous populations. Projects like the enhanced skills collaboration and engagement with rural and remote health needs through programs like 6for6 mentorship, embody our dedication to addressing the health disparities and fostering equitable healthcare access for all communities.

The Division of Division of Population Health and Applied Health Sciences, formerly Community Health and Humanities (CHH) in it's Social Accountability Office recently hired an Indigenous Health Coordinator, a Global Health and Health Equity Coordinator and appointed an Interim Assistant Dean & Faculty Lead, Global Health and Health Equity with a plan to hire a Global Health and Health Equity Faculty Lead in the near future. 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 while supporting the office's focus of the Global Health and Health Equity program, and the Indigenous Health Initiative.

In our Multidisciplinary Laboratories, there were multiple impromptu walk-throughs and tours of the Faculty of Medicine for faculty candidates, visiting speakers, government officials, as well as 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. Students participated in the MedQuest program and took part in our 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 (Sampling of events)

Training Activities
Indigenous Health Sessions
Social Justice and Accountability
Collaborative Mental Health Care
Unconscious Bias Training
Diversity and Equity in Academics and Medicine
Rising Above Perceptions in Medicine and Redefining Inclusive Culture
Substance Abuse and Addictions
Equity, Diversity and Inclusion Speaker Series
Immigrant and Refugee Health

EMPOWERED PEOPLE
DESTINATION EXCELLENCE



Empowered People

Culture of Excellence

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

Indicator(s):

	2021	2022	2023
1) Median # of Years of Service (FoM): Non-Academic Staff	7.7	7.3	8.0
Non-Academic Staff: 1+ Years of Service	87%	90%	87%
Non-Academic Staff: 5+ Years of Service	61%	62%	62%
Non-Academic Staff: 10+ Years of Service	35%	39%	40%
2) Median # of Years of Service (FoM): Faculty in BMS	16.1	15.6	13.8
Median # of Years of Service (FoM): Faculty in CHH	13.2	13.6	14.4
Median # of Years of Service (FoM): Faculty in Disciplines	14.8	14.8	11.5
3) Employees who Identify as Female	62%	63%	52%
Employees who Identify as Male	36%	36%	44%
Employees who Identify as Another Gender	2%	1%	4%
Employees who Self-identified as Having a Disability	0.4%	0.7%	0.4%
Employees who Self-identified as Indigenous	1.7%	1.6%	0.3%
Employees who Self-identified as a Member of a Racialized Group	6.8%	7.3%	2.2%
4) Average # of Sick Days used by Non-academic Staff	5.3	7.9	7.4
5) Faculty Position Metrics	See Figures 1, 2 and 3		

Commentary:

Non-academic staff stay within the Faculty of Medicine for an average of eight years. This is indicative of the stability of long-term employees versus junior. The average number sick days remained fairly constant at seven and a half for this past year.

Academic staff/faculty members in the Faculty of Medicine continue to have a higher percentage of faculty at the Associate Professor rank at 53% compared to the rest of Memorial University at close to 38%. In contrast, there is a higher percentage of faculty with the Full Professor rank across campus (36%) than at the Faculty of Medicine (23%). The other ranks are mostly consistent with their across-campus counterparts.

Within the Faculty of Medicine, faculty who identify as female make up 59% of the Assistant Professors while just over 39% identifying as male and 1.6% choosing not to disclose their gender. At the Associate Professor rank, 46% identify as female and 54% identify as male. Females make up 40% of our Full Professor compliment with 60% identifying as male.

Employees, including all academic and non-academic staff, identify as either female (52%), male (44%) or another gender (4%). The number of females has decreased by 11% while the number of males has increased by 8%. Gender diverse employees have increased by 3% in a single year.

Faculty of Medicine employees that self-identify as part of a minority has decreased by 7% over the past year. Currently, 3% of employees self-identify as either having a disability (0.4%), being indigenous (0.3%), or a being a member of a racialized group (2%).

Figure 1 – Comparison of Faculty Rank to Main Campus (2023)

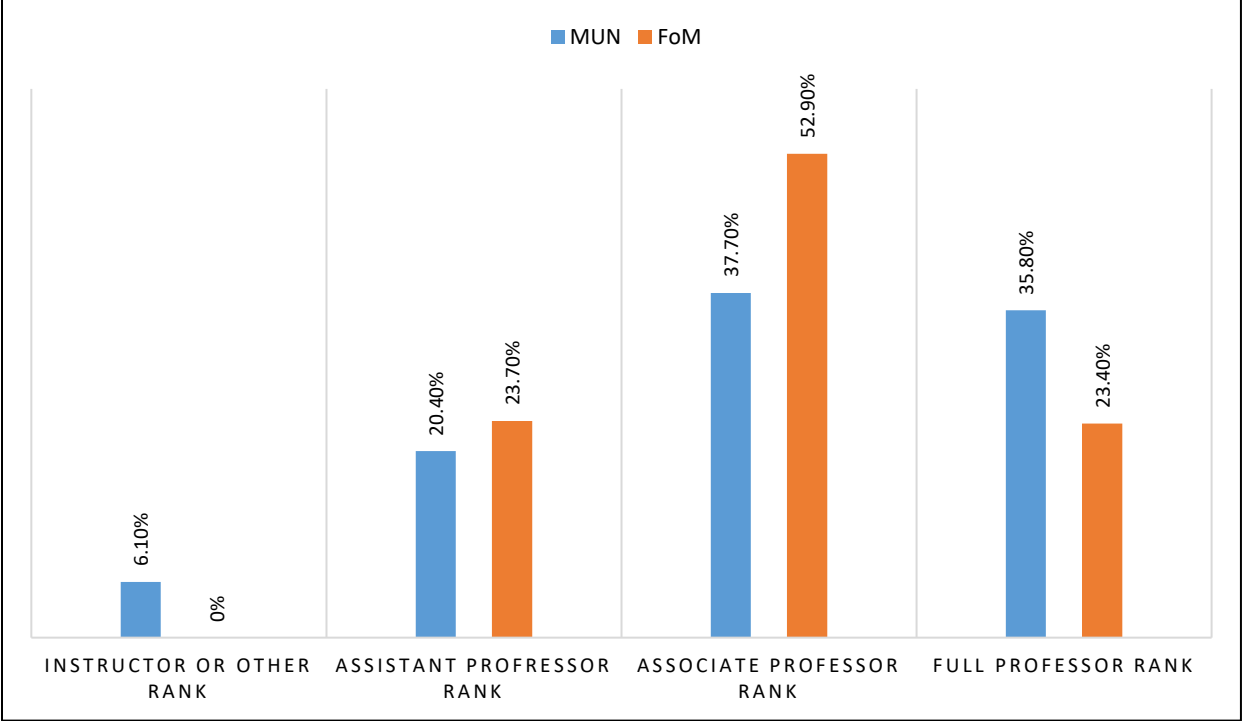


Figure 2 – Faculty by Age and Rank (2023)

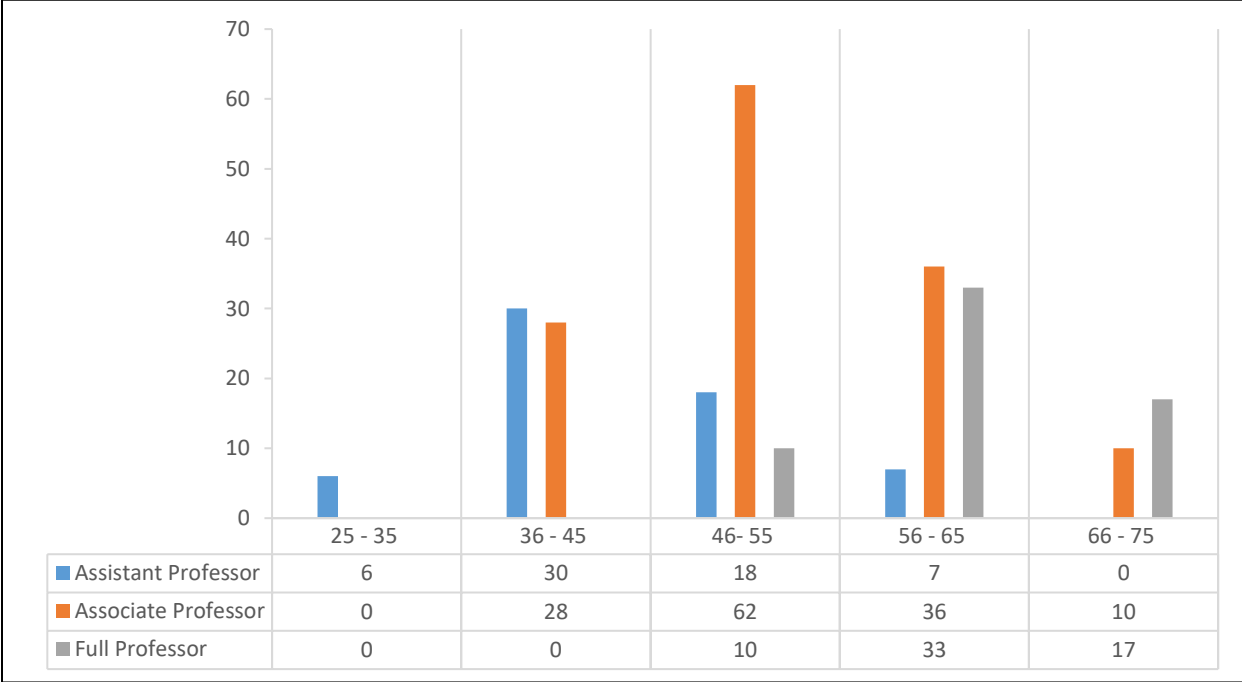


Figure 3 – Faculty* by Gender, Age and Rank (2023)

Gender**	Age	Assistant Professor	Associate Professor	Full Professor
Male	25-35	1	0	0
	36-45	10	14	0
	46-55	9	31	7
	56-65	4	20	16
	66-75	0	8	13
	76-85	0	0	0
Female	25-35	5	0	0
	36-45	19	14	0
	46-55	9	31	3
	56-65	3	16	17
	66-75	0	2	4
	76-85	0	0	0
Not Disclosed	25-35	0	0	0
	36-45	1	0	0
	46-55	0	0	0
	56-65	0	0	0
	66-75	0	0	0
	76-85	0	0	0
Total		61	136	60

* 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	2023
1) Facebook - Average # of People Engaged	1,104	444	367
Facebook - Average # of People Reached	13,262	24,749	12,981
Facebook - Average # of Faculty Page Views	524	881	1,493
Facebook - Average # of "liked" Pages	23	22	12
Facebook - Average # of Posts Made During the Year	25	52	12
Twitter - Average # of Mentions	187	165	N/A
Twitter - Average # of Times Posts were Seen	7,265	21,374	17,094
Twitter - Average # of Profile Visits	4,658	4,391	N/A
Twitter - Average # of New Followers	34	24	9
Twitter - Average # of Retweets	43	15	N/A
Twitter - Average # of Posts Made During the Year	29	19	11
Instagram - Average # of People Engaged	1,286	387	117
Instagram - Average # of People Reached	N/A	2,053	609
Instagram - Average # of Profile Visits	N/A	748	815
Instagram - # of Followers	1,941	2,334	2,726
Instagram - Average # of Stories Made During the Year	28	25	13
Internal Communication - Average # of Dean's Notes Readers	125	100	N/A



Commentary:

X remains a useful platform to reach some of our key audiences including faculty, researchers, industry and government partners and funding agencies. Instagram has become our primary platform to engage with learners and Facebook is used to connect with parents and supporters, alumni and donors. All platforms continue to generate interest in news stories and events connected to the Faculty of Medicine.

Overall posts are down on all platforms in 2023 due to HR constraints and limited resources.

Memorial University has recently hired a senior communications and social media advisor in the Division of Marketing and Communications. Her responsibilities include building on the university's reputation, recruitment and community relations activities. She is currently developing a social media strategy to bring a strategic, cohesive and proactive perspective to the university's social media activities. As part of this work, she will advise other units, including the Faculty of Medicine, on social media strategy and tactics and we look forward to working with her in this capacity.

Facebook

The number of posts shared on Facebook impacted our metrics for 2023. In 2022, LWS created their own social media accounts. This led to a decrease in the number of posts coming from the primary Faculty of Medicine page over the past year. Although posts were down significantly, the average number of page views was up, which indicates an increase in interest in the activities of the Faculty of Medicine.

Instagram

As with Facebook, LWS created their own Instagram account in 2022 and this led to a decrease in the number of posts coming from the primary Faculty of Medicine account. Despite that, our follower numbers saw sustained growth in comparison to previous years and there was an increase in profile visits.

X (formerly Twitter)

Only a few metrics were available for X in 2023 as the platform moved others behind a paywall. Those we were able to obtain show a drop in engagement and overall interaction.

Inspiring Leadership

Indicator(s):

	2021	2022	2023
1) Staff Management Positions: Applicants	159	212	181
Staff Management Positions: Offers	12	9	11
Staff Management Positions: Acceptances	9	8	9
Faculty Leadership Positions: Applicants	1	3	2
Faculty Leadership Positions: Offers	1	1	2
Faculty Leadership Positions: Acceptances	1	1	2
2) Faculty and Staff Development Programs:			
Certificate Program Courses	52	55	36
# of Participants	1223	960	610
Faculty Development Activity Courses	12	4	11
# of Participants	151	19	151
Joint Staff/Faculty Development Activity Courses	1	2	5
# of Participants	47	156	338
3) Unit/Discipline/Division Alignment with the Strategic Plan	72%	80%	80%

Commentary:

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

The number of applicants for management positions within the Faculty of Medicine has decreased from 2022 to 2023. Factors contributing to this decrease, is the contractual nature of the positions posted and an inability to meet salary expectations. We continue to receive applications from individuals 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.

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	2023
1) # of Destination Excellence Project Team Participants: Faculty	30	30	30
# of Destination Excellence Project Team Participants: Staff	34	34	34
2) Continuing Professional Development for Health Professionals:			
Online Modules (MDcme, OPED, Nursing Portal)			
- Courses	100	101	119
- Participants	6962	6951	5938
Onsite (CPD) Programs			
- Courses	18	22	23
- Participants	648	1494	2212
3) Satisfaction with Development Initiatives:			
- Addressed Knowledge Gap	88.4%	87.4%	92.3%
- Enhanced Knowledge	90.3%	92.3%	93.3%
- Met the Stated Objectives	91.9%	91.2%	93.0%
- Relevancy to Individual's Practice	85.3%	87.9%	90.9%
4) # of Workplace Incidents: Reported	105	92	67
# of Workplace Incidents: Injuries	4	13	11

Commentary:

Project teams were created to implement and support our strategic plan Destination Excellence. With the end of the 2023 strategic plan, project teams have completed their work and most projects have sunset. Some disbanded projects have generated longitudinal committees, such as EDI-AR and Well-Being.

Efforts to increase satisfaction and engagement with professional development activities continues to improve. All of the metrics captured show continued improvement in the relevancy and participation of the courses offered.

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	2023
1) Capital Funding Awarded: Infrastructure Repairs and Replacement	\$320K	\$400K	\$360K
2) Learner Housing – Overall Satisfaction	N/A	82%	86%
2) Blocked Electronic Mail: Incoming	1.1M	16.2M	16.6M
Blocked Electronic Mail: Outgoing	113K	1M	34K

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 funding for 2023 remained consistent with previous years remaining between \$300,000 to \$400,000. These funds may not all be used in the year in which they were distributed.

Distributed Medical Education (DME) offers robust educational opportunities throughout many rural and remote areas of the country. Quality learning experiences are delivered at 27 teaching sites that host learners at both the UGME and PGME levels. Learners are supported with comfortable and safe living units that are embedded throughout rural communities. Learner satisfaction surveys, such as the Rural Housing Survey, provide key information to the Office of DME which liaises with landlords and municipal leaders to help ensure housing experiences meet learner expectations and needs as per the Housing Policy. Over the past year DME has replaced three underperforming rental houses with newly renovated units, the improvement of housing scores adequately reflects this along with the inclusion for the first time of pet-friendly housing in the DME portfolio.

In 2023, major purchases to support the infrastructure for the Medical Laboratories and the Clinical Learning and Simulation Center (CLSC) include

- A \$900,000 project to implement emergency eyewash and shower (EEWS) upgrades to meet the American National Standards Institute (ANSI) standards was completed and commissioned.
- 3 specialized testing/flushing carts (Green Gobblers) for these EEWS were purchased and are being used for the 30+ sites to comply with ANSI weekly flushing requirements (~\$30,000).
- Consultation on the design and project estimate for the completion of the 6th floor (FOM) to become an occupied, open-concept CL2 laboratory with designated areas for study, faculty offices and networking space. Class A estimate determination.

- New real-time PCR machine for biomedical sciences (\$30,000).
- New plate reader for researchers to improve accuracy, data collection and results processing (\$15,000).
- New pediatric mannikin for CLSC (“Aria”), (\$130,000) (with dark skin to support efforts in EDI in all we do as part of the faculty’s mission).
- Bone saw and casting supplies shared between CLSC and Med Labs- required to provide more efficient casting training sessions to UGME learners and practice sessions (~\$17,000).
- iPads were purchased (~\$15,000) to initiate efforts in digitization of examination paperwork required for OSCE exams, as IT staff work through the steps required for initiating this process at MUN MED at the CLSC.
- Purchase of a portable hand-held video laryngoscope to support post graduate training of airway management.

OCIO Security is constantly evolving email security and developing and enhancing the email security landscape, in an effort to stay ahead of threat actors. Being on the Memorial Exchange Online environment will allow clients to avail of user features, security features and added layers of email security all with the intention of protecting the University community from emerging threats. One of these new features will allow Exchange Online users the ability to report/submit malicious or suspicious emails right from their mailbox with the simple click of a button.



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	2023
1) Undergraduate Awards: # of Awards Issued	125	136	141
Undergraduate Awards: Average Value per Award	\$1,845	\$1,848	\$1565
Graduate Awards: # of Awards Issued	86	106	76
Graduate Awards: Average Value per Award	\$5,482	\$6,917	\$12,098
Postgraduate Awards: # of Awards Issued	2	19	5
Postgraduate Awards: Average Value per Award	\$1,000	\$474	\$993
2) Alumni who Feel Engaged by the University	42%*	22%**	TBD**
3) Donations: Total	\$827K	\$642K	\$891K
Donations: Scholarships/Bursaries/Awards	\$452K	\$364K	\$533K
Donations: Research	\$262K	\$59K	\$39K
Donations: Area of Greatest Need	-	\$13K	\$18K
Donations: Future Designations	\$13K	\$134K	\$15K
Donations: Other	\$100K	\$72K	\$286K
4) # of Gifts Between \$10,000 and \$100,000 (major gift)	19	17	17
# of Gifts Greater Than \$100,000	1	1	1
5) Offices Operating Within Budget	88%	82%	83%
6) Budgeted Expenditures Covered by the Government Operating Grant	81%	81%	87%
7) Operating Revenue Growth, Excluding Core-operating Grants	8.7%	1.9%	12.2%

*From 2017 survey

**From 2023 survey

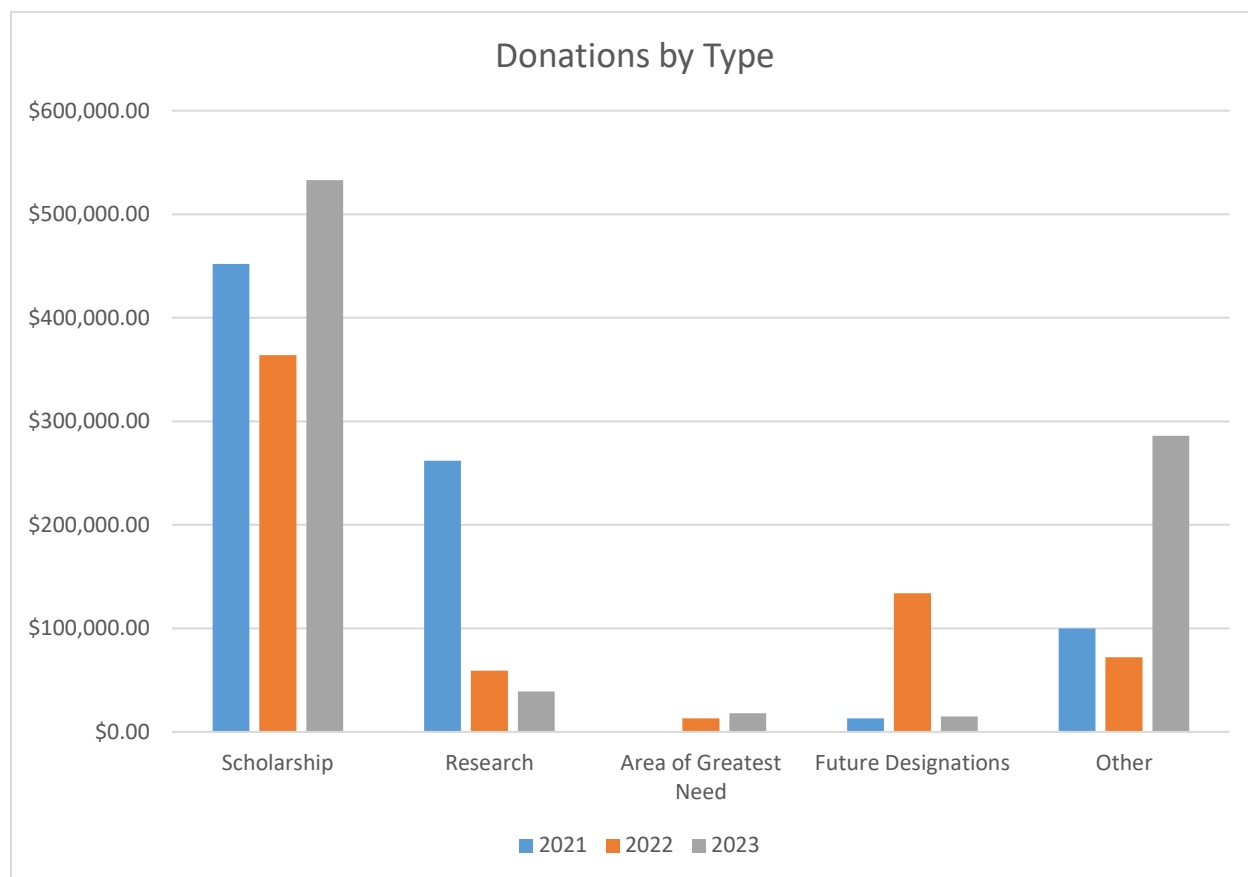
Commentary:

Total donations for scholarships, bursaries and awards have seen an increase in the past year, while research and future designations funding has seen a decrease. Funds that do not easily fit into designated categories are slotted into our 'other' funding placeholder. The donation of major gifts has remained stable over the last year.

At the Faculty of Medicine, our fundraising priorities continue to be focused on our main pillars of support which are student support, simulation / technology and research. Our upcoming campaign will focus on amplifying the student support pillars and stewardship.

A new Development Officer was hired in May 2023 which had been planned to increase our fundraising capacity. However, with the promotion of our Senior Development Officer to Associate Director, the overall capacity of the Development Team was impacted. There was a notable change to the incentives for donation stocks and securities which may affect donors in the future.

Moving forward, recruitment for a new Senior Development Officer position will increase the capacity for meeting with donors as, post-pandemic, they are becoming more open to in-person gatherings leading to increased solicitation opportunities.



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 Population Health and Applied Health Sciences (PHAPS) and the Division of BioMedical Sciences (BMS).

Indicator(s):

	Target	2021	2022	2023
1) Undergraduate Medical Education – Committee on the Accreditation of Canadian Medical Schools (CACMS)	Accredited	Accredited	Accredited (8 Years)	Accredited
OPED – Committee on the Accreditation for Continuing Medical Education (CACME)	Accredited	Accredited	Accredited	Accredited
Postgraduate Medical Education Programs – Fully Accredited	18	13	13	16
Postgraduate Medical Education programs: Fully Accredited with Follow-up w/ Action Plan Outcomes Report	0	2	1	0
Postgraduate Medical Education Programs: Fully Accredited with Follow-up w/ External Review	0	2	3	2
Postgraduate Medical Education Programs: Fully Accredited with Notice of Intent to Withdraw Accreditation	0	1	1	0
2) Population Health and Applied Health Sciences formerly CHH Academic Program Review (AUP): Status	-	Non Accreditation Year	-	Under Review
BMS Academic Program Review: Status	-	-	Completed	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.

In the Postgraduate program, an external review of the Diagnostic and Molecular Pathology program has been completed and received full accreditation. The external review for General Internal Medicine will be completed during the regular on-site survey in November 2024.

Population Health and Applied Health Science (formerly CHH) has completed a draft of their Cluster 2 Academic Unit Planning self-study report. It has been submitted to the Dean's Office and is under review. Once approved, the Associate Dean for Graduate Studies will follow through to ensure the AUP process is completed.

The Post-Doctoral Training Program in Clinical Biochemistry is accredited by the Canadian Academy of Clinical Biochemistry and is the first and only program of its kind in Atlantic Canada. The Program is under the management of the Director of the Postdoctoral Training Program in Clinical Biochemistry in the Discipline of Laboratory Medicine. Our post-doctoral full-time, three-year program aims to educate, train, and prepare graduates for clinical biochemist roles, providing a well-balanced curriculum covering patient care, clinical service, management, research, education, and administration.