



Northern Ontario
School of Medicine
École de médecine
du Nord de l'Ontario
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For immediate release – Wednesday, September 18, 2019

Media Release

NOSM Board Holds First Meeting with New Dean, President and CEO

Using a combination of web- and teleconference connectivity across Northern Ontario, the Northern Ontario School of Medicine (NOSM) held its Annual Members and Board of Directors meetings on Wednesday, September 18, 2019.

The Board welcomed the Chair, Dr. Robert Haché, President of Laurentian University and Dr. Sarita Verma, NOSM Dean, President and CEO for their first meeting of the NOSM Board.

Honorary Members Claude Lacroix, Laurentian Board of Governor's Chair and Ross Murray, Lakehead Board of Governor's Chair were in attendance for the Annual Meeting of Members.

In accordance with Board policy, Dr. Michel Bédard, Lucy Bonanno, Lori Flinders, Nancy Jacko, George Payne and Dr. William McCready were reappointed as Directors. The Board also welcomed two new Directors Juliette Denis and Donna Dorrington. They will each serve for a three-year term.

Juliette Denis born and raised in a small village of River Valley, Ontario is a retired Health Care Professional with an extensive career that spans over 35 years and now calls Hanmer, Ontario home. Juliette is a dedicated community volunteer, always striving to bring about positive changes. Juliette is a citizen of the Métis Nation of Ontario. She honours her mixed heritage and has played a leadership role in her Métis community as member of the Provisional Council of the Métis Nation of Ontario,

Donna Dorrington was born and raised in Sudbury, Ontario and attended Laurentian University for her undergraduate studies and later graduated from Queen's University Law School in 2003 and was called to the Bar in 2004. She began her legal career in Toronto, Ontario but within one year decided to move back to Northern Ontario and settled in Timmins, Ontario in 2006. She has practiced law in a number of small communities including the fly in communities of the James Bay Coast and areas along the Highway 11 and 17 corridor.

The audited financial statements for the year ending April 30, 2019 were approved as presented, and the Board approved the auditors for the fiscal year ending April 30, 2020.

Dr. Moira McPherson, Board Vice Chair presented Dr. Verma's 2019-2020 approved Performance Goals. Dr. Verma provided a Dean's Report for September that highlighted activities under her leadership since July 1, 2019, including an update on the Senior Academic Leadership recruitment, the Dean's Engagement Report, Strengthening our Relations Report, and the update on preparations for Undergraduate Medical Education Accreditation.

The Board approved the updated policy on Human Rights and Anti-Harassment Discrimination.



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"I'm happy to see an important policy like this applied across the whole school," says Dr. Haché. "It is critical in creating a culture of respect in working and learning environments and I look forward to seeing how NOSM will implement this in day-to-day practice."

During the meeting, the Board received an update on the development and work plan for the next Strategic Plan 2020-2025, including a report on the extensive work of Dr. Sarita Verma and Ray Hunt, COO on the emerging themes to support strategic planning from Dr. Verma's consultations, meetings and community visits since arriving on July 1, 2019.

Board members were reminded of important upcoming events being hosted by NOSM. The 14th annual [Northern Health Research Conference](#) is being held in Little Current, Ontario on September 20-21, 2019. A series of lectures in support of [Orange Shirt Day](#) on September 30th.

The next meeting of the Board of Directors is scheduled for November 27 & 28, 2019 in Thunder Bay.

For a complete list of Board members, please visit our website at nosm.ca/board.

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The Northern Ontario School of Medicine is committed to the education of high-quality physicians and health professionals, and to international recognition as a leader in distributed, learning-centered, community-engaged education and research.

For further information, please contact:

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DEAN'S REPORT

TO THE **NOSM** BOARD OF DIRECTORS

DR. SARITA VERMA, DEAN, PRESIDENT, AND CEO

This first report of the Dean, President and CEO to the Board will be unusual as it represents a unique stage of the job, and with no previous discussion about performance goals, and is based on impressions over 2.5 months that may frame the next 5 years and the next NOSM Strategic Plan. This report is intended to keep the Board apprised of high level issues. In the past 79 days (since my start date of July 1), I have had a very productive time, meeting with many stakeholders, introducing myself and my vision, consulting with and listening to a multitude of voices in the North, across NOSM's campuses and with NOSM partners, faculty, students and staff. I met weekly with the exiting Dean and learned from him how decisions were made, what areas were at highest risk and what his priorities were in achieving the last Strategic Plan.

I became acquainted with the people at NOSM and learned the political dynamics of the senior group. I began to assess funding, hazardous files and how the culture works including how a system used to one way of 'doing things' may perceive me as a leader. Importantly, I am still assessing how it might receive any shifts in strategy and what internal and external changes will be necessary to support new directions for NOSM. I also began meeting with key partners, portfolios, politicians and government bodies. This report, I hope will establish a solid path toward productive relationships between the CEO and key stakeholders—including, most crucially, you, the Board members. I have identified 5 performance goals for this first year up to May 2020.

They are:

- 1. Transition as the new Dean, President and CEO**
- 2. Cultivating Northern Ontario Relationships with an emphasis on Indigenous Communities**
- 3. Advancing External and Government Relations for Growth and Sustainability**
- 4. Consultation and Development work on the new Strategic Plan**
- 5. Completing UME Accreditation and IQAP**

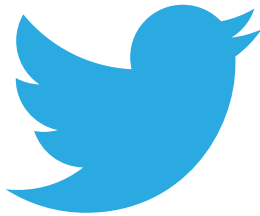
As part of goal # 4, strategies to achieve financial sustainability, increasing NOSM's role as a government initiative, and program expansion are being developed as are the plans for a fundraising campaign. The follow up and implementation of the Report of the Expert Panel on Indigenous Relations is a major priority as is a two-campus review for efficiencies, space planning and human resource capacity. Curricular renewal addressing the impact of technology, social determinants of health, climate change and artificial intelligence, a wellness task force and exploring new degree programs are also underway.

Goal	Timeline	Tactics	Outcomes
<p>Transition as the new Dean, President and CEO</p>	<p>July 1 2019 – May 31 2020</p> <p>First Report time frame July 2 2019 – September 18 2019</p>	<ul style="list-style-type: none"> • Media • Social Media • Blog and Video • Public Presentations and Events <p>Meets and Greets:</p> <ul style="list-style-type: none"> • Open Houses • Meet Camp Med and student groups • Meet Board members 1-1 • Understand roles of senior portfolios, high risk files, financial sustainability and academic leadership continuity. 	<ul style="list-style-type: none"> • Established Name and Brand • Transparency on Policy and Procedures • Managed Role of outgoing Dean • Reframing of role of Dean President and CEO • Change management through consistent and accessible communication • PRESENCE on both campuses
<p>Recruitment of Leadership Team</p>	<p>First Report time frame July 2 2019 – December 2019</p>	<ul style="list-style-type: none"> • Portfolio reviews • Strategic Reorganization 	<ul style="list-style-type: none"> • Revised job descriptions and postings for Associate Dean Postgraduate Medical Education and Health Sciences Programs; Associate Dean Research, Innovation and International Relations; Associate Dean Undergraduate Medical Education. • Consultations about Associate Dean Faculty Affairs, CEPD and Health System Innovation; Associate Dean Equity, Diversity and Northern Ontario Relations. • Appointments of Chief of Staff Office of the Dean and Executive Assistant; Corporate Secretary & Manager of Policy Governance; • Recruitment Manager Advancement; Alumni Affairs Officer.
<p>Cultivating Northern Ontario Relationships with an emphasis on Indigenous Communities</p>	<p>July 1 2019 – May 31 2020</p>	<ul style="list-style-type: none"> • Outreach to all key partners Laurentian, Lakehead, Health Sciences North (HSN), Thunder Bay Regional Health Science Centre (TBRHSC), • Francophone Reference Group (FRG) • Indigenous Reference Group (IRG) • Council of Elders (COE) • Provincial Territorial Organizations (PTO) 	<ul style="list-style-type: none"> • Messaging of change in decanal leadership • Reestablished strategic commitment to Northern Ontario • Defused significant tension with Indigenous representatives (IRG and COE July 19 2019) • Clarification of roles of IRG, co-chairs, Council of Elders, Indigenous Health Committee of Academic Council, Indigenous Affairs Unit (IAU) and IAU Director

<p>Advancing External and Government Relations for Growth and Sustainability</p>	<p>July 2 2019 – May 31 2020</p>	<ol style="list-style-type: none"> 1. Ongoing advocacy efforts: Meetings with Ontario Ministers of Health (MOH) and Training, Colleges and Universities (TCU), Minister Crown Indigenous Relations, Minister Indigenous Services and Minister Intergovernmental and Northern Affairs Meetings with political representatives, MPs, MPPs, Ministers 2. Outreach to Municipalities (including Mayors/Reeves, Federation of Northeastern Ontario Municipal Association and Northwestern Ontario Municipal Association) 3. Work with/support local Ontario Health Teams (OHT) as they emerge in Northern Ontario 4. Working with AHSCs for integration 5. Meetings and representation with the Association of Faculties of Medicine of Canada (AFMC), Council of Ontario Faculties of Medicine (COFM), Canadian Medical Association (CMA), Ontario Medical Association (OMA), Ontario Hospital Association, Ontario Health, Ontario Mining Association 	<ol style="list-style-type: none"> 1. Application to MTCU's Northern Sustainability Fund (re: tuition reduction) <ul style="list-style-type: none"> • Achieve Collaborative Sustainability Assessment Phase 2 (led by MOH, MTCU) to help address NOSM's structural deficit • Business Case Submission of Proposed Business Plan for Health Human Resource Planning and Service Delivery • Confirmation from MOH/MTCU to explore opportunity for new (refreshed) Business Case (BC) for NOSM (i.e. NOSM still operates under original BC from 2002) • Forward planning for changes in health, education and workforce policy and working with the Northern Physicians Resources Task Force 2. Meetings with key individuals/ representatives of municipal associations to obtain their letters of support/endorsement to NOSM's new business case proposals 3. Ensure academic/medical education is interwoven in the fabric/ establishment of new governance/ health services at new "integrated" (OHT) organizations across Northern Ontario 4. Completion of bilateral affiliation agreements <ul style="list-style-type: none"> • Working Groups on tripartite integration and relationships across Northern Teaching Hospitals Council 5. Participation on national and provincial committees <ul style="list-style-type: none"> • Advocacy for national and provincial strategies on HHR, Indigenous Health, Social Accountability, Northern Health, Climate Change, Wellness • Preparations for next phase of Alternate Funding Plan (NOAMA) negotiations
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<p>Consultation and Development work on the new Strategic Plan</p>	<p>First Report time frame July 2 2019 – September 18 2019</p>	<ul style="list-style-type: none"> • See Proposed Process for new Strategic Plan 	<ul style="list-style-type: none"> • Process for new plan underway.
<p>Completing UME Accreditation and IQAP</p>	<p>First Report time frame July 2 2019 – September 18 2019</p>	<ul style="list-style-type: none"> • Reassignment of oversight from Vice Dean Academic to Dean • Comprehensive review of status of all accreditation documents and standards requiring attention 	<ul style="list-style-type: none"> • Reorganisation of staffing and resource allocation. Appointment of Director, Quality Improvement and Strategic Management. • Timelines and schedules for communications and preparation of whole school. • Managing high risk areas such as human rights complaints or legal issues

NEW DEAN ENGAGEMENT



Increased Twitter followers to 1,270
(8/23/2019)

AUGUST 2019 SUMMARY

Tweets 21	Tweet impressions 30.9K	Profile visits 470	Mentions 33	New followers 47
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JULY 2019 SUMMARY

Tweets 63	Tweet impressions 88.6K	Profile visits 3,091	Mentions 136	New followers 164
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5

blogs
(8/27/19)

3366
Subscribers

Open Rate
42%
vs. 14.5% Industry Avg.

Click Rate
4.3%
vs. 1.6% Industry Avg.

92

Internal stakeholder Meetings

34

Media Mentions

2

Meet and Greets

Partners, Organizations and Committees:

- NOSM Indigenous Reference Group and Council of Elders
- Monique Rocheleau, NOSM Francophone Reference Group
- NOSM OPSEU Unit 1 and 2
- Lakehead University
- Laurentian University
- Health Sciences North
- Thunder Bay Regional Health Sciences Centre
- Ashininabek Nation
- Shkagamik-Kwe Health Centre



CMA Health Summit Conference

Government Relations:

- Federal Health Minister and local MP's
- Nickel Belt and Sudbury MPP
- Sudbury Mayor
- Ministry of Health and Long-Term Care
- Ministry of Training, Colleges and Universities

Community Events:

- July 1 Canada day multicultural parade and event
- Pride Breakfast
- CMA Health Summit

Student Engagement:

- Camp Med X 2
- NODIP Grad
- Convocation X 2
- Student Society Teleconference
- Pride Breakfast
- Lunch with students and Fed MOH
- Planned pub nights
- O week
- Resident Orientation
- PGY 1 core seminar

STRENGTHENING OUR RELATIONS: MOVING FORWARD WITH INDIGENOUS PEOPLES

SEPTEMBER 2019 | **PROGRESS REPORT**

Moving Forward Together

This plan serves as a living document accountable to all communities in Northern Ontario. Designed as a framework for ongoing work, the generative process that emerges will measure progress with regular reporting to the NOSM community while creating space for ongoing input and guidance. The School will invite all collaborators for ongoing input as we continue to address the spirit and intent of the United Nations Declaration on the Rights of Indigenous Peoples, The Truth and Reconciliation Calls to Action, and our own Expert Panel Report on Indigenous Relations.

This progress report includes sections from the original report to the Board in May with updates and new actions in **blue font**. There are five major domains to be addressed in this update about ongoing development of Indigenous Relations in response to the Expert Panel Report and with the arrival of the new Dean:

- Learner Recruitment and Support
- Curriculum Development and Delivery
- Cultural Safety and Anti Racism Training
- Decision Making
- Policies and Procedures

September 2019 Progress on Goals and Actions Planned for the Two-Year Period

Connecting With All Our Relations

NOSM has been hosting a series of focused planning sessions on the implementation of the Expert Panel Report within the breadth of our Indigenous relations. This process involves the assessment and prioritization of the recommendations and facilitated planning with identified leads. We are utilizing a user-centered planning approach that focusses on working backwards from an ideal future state and develops a path forward. Together we are embarking on a generative planning process that will result in shared goals and metrics. As mentioned in our report in May, the plan for the next two years involves building on our assets by strengthening our relations and increasing our capacity through strategic actions. The new Dean has also been meeting with individuals, groups and organizations to learn from them about how best to hear from all stakeholders, engage all voices and to have the highest degree of participatory decision making in NOSM's education, research and administrative programs.

Learner Recruitment and Support

Our goal is to ensure all Indigenous learners have seamless academic and cultural support to maximize their likelihood of success as learners and physicians in the future.

Notes on Actions initiated:

- Broadening relations with Indigenous student groups of the partner universities, Lakehead University and Laurentian University.
 - Efforts to create a “no wrong door” approach so learners can access service quickly.
- Strengthening admissions processes to improve recruitment and support for Indigenous applicants.
 - Identified need for improved pathways for applicants from rural and remote First Nations
 - New collaborations with existing science camps in Indigenous communities to integrate exposure to health sciences careers associated with NOSM
 - Exploration of enhancements to existing MMI preparatory sessions underway
- Strengthening relations between Indigenous Affairs, Learner Affairs and the Postgraduate Resident Wellness Office for improved academic and cultural support to Indigenous learners during medical school and residency related to both informal help and formal remediation.
 - These units are collaborating on establishing a co-location model and improving supports for all learners.
- Involving Elders who are representative of the diverse Indigenous communities and ways of knowing in Northern Ontario.
 - Efforts are being made to repair relations with elders involved in the foundation of the school as well as expand relationship with underrepresented communities and ways of knowing.
- Establishing a Knowledge Keepers Circle and formal roles for Elders/Knowledge Keepers within NOSM to support ceremonial/ spiritual/ cultural support to all learners.
 - Transition from Elder on Campus to Knowledge Sharing Circles.
 - Exploration of creation of Cultural Faculty positions
- Support continued cultural and community connection for Indigenous learners.
 - Exploration of various means of meeting needs, i.e. curriculum development, content delivery, counselling, medicine and spiritual practices.

Actions to be initiated by: June 2020

- Facilitating formal mentorship of Indigenous medical students by Indigenous faculty and residents, while ensuring that the mentors and mentees are supported through policies, resources and faculty / professional development to maximize the impact of the mentorship.
 - Executive group has approved funding for learners and faculty to connect with mentors, e.g. travel support to Nourish for Health Symposium and Indigenous Physicians Association of Canada Annual General Meeting & National Mentorship Forum.
- Recruitment discussion with Indigenous graduates underway for engagement as faculty, tutors, and mentors

- The Executive Group has approved one-time funding to support leadership development and/or coaching for Indigenous leaders at NOSM

Actions to be initiated by: June 2021

- Exploring the potential for implementing a distinctions-based approach to learner recruitment which will mean enhancing pathways for First Nations and Inuit youth towards health professional careers

Curriculum Development and Delivery

Curriculum Development and Delivery focused on Indigenous history, tradition and culture will be undertaken by Indigenous peoples.

- Changes to the 106 Preparatory and Debriefing session are being undertaken by Indigenous faculty and leadership, including:
 - Orientation to traditional medicines and foods with community knowledge holders
 - A focus of helping the learner explore bias and culture
 - Content delivery by diverse Indigenous knowledge keepers
 - Focussed, regional and distinctions based preparatory sessions in collaboration with Local Community Coordinators
 - Thematic debriefing circles facilitated by Indigenous knowledge keepers.
- Academic Council is creating an Indigenous Health Committee which will oversee the:
 - Development and implementation of a longitudinal spiral Indigenous health curriculum throughout the four years of medical school.
 - Integration of the core requirements for Indigenous health into the formal curriculum, resident assessment system and program evaluation of all residency programs at NOSM as outlined by the College of Family Physicians of Canada (CFPC) and Royal College of Physicians and Surgeons of Canada (RCPSC) through the identification of key competencies that build upon the roles within the CanMEDS Framework.
 - Development of an Academic Network focused on Indigenous Health
 - Development and implementation of a formal network for Indigenous faculty
 - Ensure the continuing professional development (CPD) in Indigenous Health for all clinical and non-clinical faculty members must be made mandatory.
 - Work collaboratively with NOAMA and the Associate Deans to develop mandatory academic deliverables related to Indigenous Health for the Local Education Groups (LEGs).

The idea of the Indigenous Health committee and the draft terms of reference have been presented to Academic Council and 3 input sessions with Indigenous faculty, the IRG Co-Chairs, elders, and learners occurred throughout the spring. Feedback has been received and the revised TOR will be brought back to Academic Council for approval this fall.

NOSM will be convening a summit on Indigenous Medical Education to explore and share best practices nationally and internationally in 2020. The purpose of this summit is to bring together leadership, ex-officio and potential committee members to explore best practices and lessons learned from other medical schools in relation to five thematic areas: Recruitment Pathways, Admissions, Curriculum Content and Delivery, Learner Supports, as well as Transitions to Residency and Practice.

Cultural Safety and Anti Racism Training

Cultural Safety and Antiracism Training is an organized, systematic approach that will involve everyone in the school in a progressive program with a series of sessions over time that each builds on the previous one.

Actions initiated:

- Under the leadership of the Director of Human Resources NOSM has developed an Anti-discrimination and anti-racism policy that applies to learners, faculty members and staff and an accessible and supportive process for reporting and follow-up.
- Cultural safety and anti-racism training will be provided for all faculty members, staff, residents, medical students and other learners.
 - Identification of existing resources and best practices in other institutions. NOSM specific materials being developed where gaps exist.
- All people who participate on the Admissions Committee and in the Admissions process will complete Indigenous Cultural Safety training and Intrinsic Bias training.
 - NOSM specific training for members of the Admissions and Indigenous Admissions Committees are in development.
 - Recruitment efforts will increase for Indigenous interviewers for the 2020 MMI

Actions to be initiated by: June 2020

- All Indigenous and non-Indigenous facilitators who lead sessions in the Indigenous health curriculum to be trained in anti-racist / anti-colonial pedagogical approaches
 - Indigenous Health Committee will lead these efforts.
- Developing sufficient support to create a safe learning environment for learners and facilitators to debrief following difficult sessions.
 - Learners and faculty have been engaged to identify where difficult sessions exist. Proactive planning underway to ensure debriefing needs are met.

Actions to be initiated by: June 2021

- Engage senior leadership at the academic health science centres, hospitals, and other clinical institutions / spaces that are associated with NOSM to ensure that they are culturally safe and supportive clinical learning environments for all learners, faculty members and staff. Consideration will be given to the inclusion of assessment of cultural safety and anti-racism in clinical evaluations of learners and on annual performance reviews and reappointments for faculty.

Decision Making

Contribution to decision making within NOSM by Indigenous Peoples relates to ensuring the relevance and realization of our social accountability mandate. With a strong internal commitment to honouring our responsibilities to Indigenous communities, NOSM is evolving our structures to strengthen the integration of Indigenous peoples and knowledge in our decision making processes.

Actions initiated:

- Engaging in bilateral negotiations with key Indigenous partners focused on appropriate relationships, governance and accountability mechanisms.
 - Negotiations are progressing at a respectful and natural pace. Specifically, a draft agreement with the Métis Nation of Ontario is being finalized and expected to be signed this fall. Anishinabek Nation does not have a mandate from their communities to engage in negotiations on their behalf, though we have met with the leadership and are improving bi-lateral relations. Nishnawbe Aski Nation and Grand Council Treaty #3 are currently engaged in regional health transformation initiatives. We are awaiting the completion of this work to provide guidance for the changes we will need to make to train health professionals to help meet their visions of transformed health systems in their territories.
- Evolution of the IRG into a distinctions-based model reflective of the diverse Indigenous peoples, health practices, and ways of knowing.
 - The most recent meeting of the IRG took place on July 19th. This was held with the Council of Elders present. The IRG agreed that it was time for a change as well that the term of the current chairs was over. The outcome was not to discharge the IRG until they had the opportunity to provide input and feedback to the report of the expert panel, after which the Dean would pursue several other ways to engage advisory roles for herself and for NOSM.
 - Within our region there are 4 distinct Indigenous nations including Anishinabek, Mushkegowuk, Métis, and Oji-cree. A distinctions based approach is being integrated into all relations with Indigenous peoples, current examples include:
 - Diversifying our relationships with elders and knowledge keepers to increase our capacity to provide cultural and community connections for learners and faculty.
 - Respecting the complexity of Indigenous political representation through bi-lateral relations.
 - Seeking diverse participation in planning and decision making processes.
- The creation of an Indigenous Health Committee of Academic Council that embeds Indigenous peoples throughout the academic decision making process.
 - The responsibilities of this committee are larger than the roles previously played by IRG by formalizing decision making and leadership roles.
- Establishing a Knowledge Keepers Circle to support continued cultural and community connections.
 - Efforts to repair relations and create a safe environment for foundational elders and valued knowledge keepers to re-engage are underway.
 - The Dean to personally be working closely with the Council of Elders already in existence who were appointed by ceremony and represent the 8 directions.

Actions to be initiated by: June 2020

- The creation of a Dean's level senior administrative position focused on Indigenous Health
 - There will be a posting soon for an Associate Dean Equity Diversity and Northern Relations. Indigenous academic leaders will be encouraged to apply for this position

Policies and Procedures

All NOSM Policies and Procedures require revision and updating to ensure freedom from colonial practices and systemic racism. These include policies relating to learners, human resources, planning, and community relations.

Actions initiated:

- Revision and updating of NOSM HR policies and procedures for recruitment and appointment of staff and faculty members.
 - Policies in need of revision are being identified and an exploration of best practices is underway.
 - Need to ensure Indigenous faculty are engaged once recruited
- Ensure a fair and safe admissions process, including the development and use of selection tools that assess for attitudes and behaviours related to Indigenous peoples in all applicants.
 - Evolution of the MMI process being explored
 - Best practices will be explored at the upcoming summit.
- Emergencies procedures for CBM 106 are being updated and communicated to all those responsible in issues related to student wellbeing or lapses in professionalism during the placements.
 - Emergency procedures updated and implemented.
 - Confidential committee of ICEPIC increased responsibilities in relation to professionalism and student wellbeing.
- Involve elders who are representative of the diverse First Nations and Métis communities that are served.
 - Efforts are being made to repair relations with elders involved in the foundation of the school as well as expand relationship with underrepresented communities and ways of knowing.
- Establishing an Elders/ Knowledge Keepers Circle to support the IAU/ new Indigenous Health Academic Unit/Network.
 - Asset-based approach to identify who can help meet the needs of the school.
- Employ a Distinctions-based approach to community engagement and evolution of the current Indigenous Reference Group into a new Indigenous Advisory Group
 - Ensuring relevant representation from the diverse nations and ways of knowing in Northern Ontario.

- Identify resources to allow NOSM to have more of a visible presence in the Indigenous communities it serves, with opportunities for Senior Administration, the Board, faculty and staff to visit and engage local leaders.
- Regional travel planning being centrally co-ordinated in the Dean's office so as to ensure in-person visits occur and resources are leveraged

Actions to be initiated by: June 2020

- Mentorship and leadership coaching will be made available to Indigenous leadership.
- The Executive Group has approved one-time funding to support leadership development and/or coaching for Indigenous leaders at NOSM
- Develop and implement an Indigenous Health Workforce Development Plan, including policies which require specific recruitment of Indigenous peoples for job opportunities.
- Integrate Indigenous planning into the larger strategic plan
- Medical school applicants will acknowledge and commit to meaningful and respectful participation in CBM 106.
- Engagement of the unions in the development of supportive policies.
- Integrate the assessment of cultural safety and anti-racism in hiring.
- Provide culturally appropriate professional assistance in mediation and conflict resolution.
- Establish a Code of Conduct that is clear and that people are equally held accountable to.
- Explore means of reporting, while protecting confidentiality, the number of complaints, investigations, and the outcomes in order to send a clear message about the unacceptability of culturally unsafe or racist behavior.

A new [SharePoint Site](#) has been created that will be used to track and monitor Accreditation 2020 progress. The site will be maintained on daily basis, and at any given time anyone with a NOSM account can track the school's progress towards 2020. See below for available features.

Key milestones achieved:

- GQ Data was received from the AFMC on August 19th
- [Communications Plan](#) has been developed
- Final draft of Site Visit Schedule is undergoing minor edits

Medical School Self-Study – Update

The Medical School Self-Study is progressing well. New tools have been launched to assist Sub-Committee members. These include a Request for Clarification process to communicate back to element leads and a [Q&A section](#) on the Accreditation SharePoint Site.

Communications is ramping up, and two information sessions are being held for any Sub-Committee member that requires further guidance and support. See attached for communications materials developed.

Key Milestones achieved:

- GQ Data has been entered and is now available to Sub-Committee members
- Only 5 elements outstanding
- 95% of Appendices have been received (in either draft or final format) and are now available to Sub-Committee members

Upcoming Key dates:

- Second set of MSS Sub-Committee meetings schedule for the week of Sept 3rd
- MSS Report from Sub-Committees due Oct 15th

Key Accreditation 2020 Site Features include:

[Home Page](#)

The screenshot shows a dashboard with a search bar, navigation menu, and a news item. Below the news item is a table for 'MSS - Request for Clarification'.

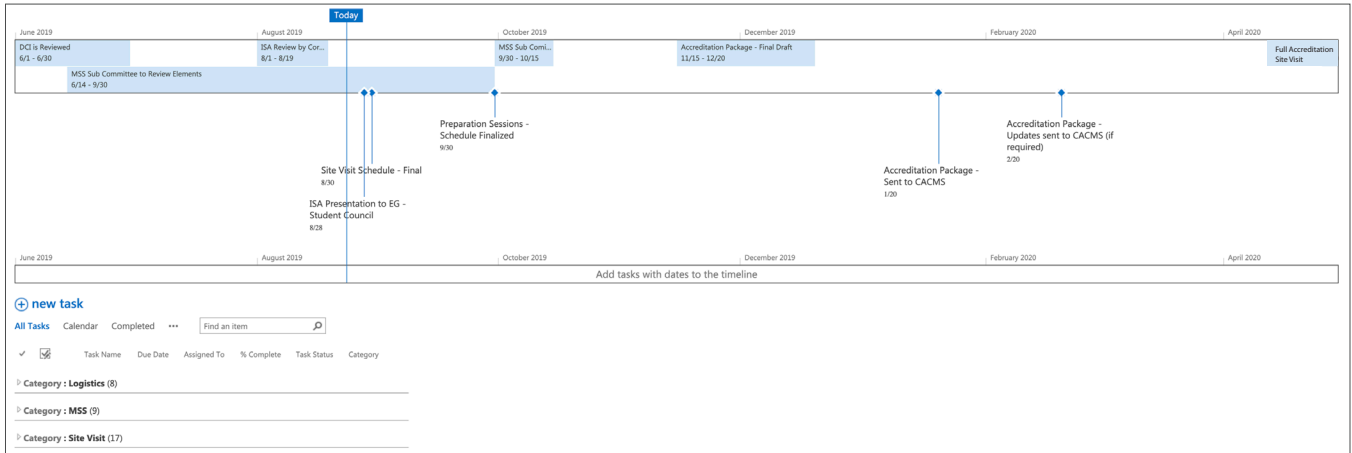
Name	SubCommittee	Element Lead	Accountable EG	Status	EG Sign Off?	Date Sent
MSS - Request for Clarification - Element 1...	Learning Env & Med Studi	John Friesen	Brian Ross	Response Submitted	No	8/20/2019
MSS - Request for Clarification for 4.1.docx	Administration	Anita Arella	Janice Willett	Awaiting Response		8/16/2019

[Status Report](#) – Comparing element ratings through the years up-until receipt of MSS ratings

Status Report

Title	Standard	2012 - Rating	2014 - Rating	2018 - Interim Revi...	2019 - MSS
> Standard : Standard 01 (7)					
> Standard : Standard 02 (6)					
✓ Standard : Standard 03 (6)					
Element 3.1	Standard 03	N/A		No Issues	
Element 3.2	Standard 03	N/A		Requires Attention	
Element 3.3	Standard 03	N/A		Requires Attention	
Element 3.4	Standard 03	N/A		Requires Attention	
Element 3.5	Standard 03	NC	CM	No Issues	
Element 3.6	Standard 03	N/A		Requires Attention	

Workplan – A detailed listing of all action items, which includes start and end dates, staff accountable, and status. A timeline, detailed item listing and a Gantt chart view are all available depending on your preference.



Task Name	Start Date	Due Date	% Complete	August 2019							September 2019							October 2019							November 2019							December 2019																							
				23	26	29	1	4	7	10	13	16	19	22	25	28	31	3	6	9	12	15	18	21	24	27	30	3	6	9	12	15	18	21	24	27	30	2	5	8	11	14	17	20	23	26	29	2	5	8	11	14	17	20	23
Category: Logistics																																																							
Category: MSS																																																							
Finalization of Appendices	5/31/2019	8/9/2019	85 %	[Gantt bars showing task progress across the timeline]																																																			
Receipt of GQ Data from AFMC	8/1/2019	8/23/2019	100 %	[Gantt bars showing task progress across the timeline]																																																			
GQ Data into all elements	8/20/2019	8/30/2019	100 %	[Gantt bars showing task progress across the timeline]																																																			
MSS Sub Committee to Review Elements	6/14/2019	9/30/2019	0 %	[Gantt bars showing task progress across the timeline]																																																			
MSS Sub Committees - Finalize Reports	9/30/2019	10/15/2019	0 %	[Gantt bars showing task progress across the timeline]																																																			
MSS Report - Executive Summary	10/15/2019	10/18/2019	0 %	[Gantt bars showing task progress across the timeline]																																																			
MSS Report - Editing	10/15/2019	10/31/2019	0 %	[Gantt bars showing task progress across the timeline]																																																			
MSS Report - Final Draft	10/15/2019	10/31/2019	0 %	[Gantt bars showing task progress across the timeline]																																																			
MSS Report - Review and Final Sign-off	10/31/2019	11/30/2019	0 %	[Gantt bars showing task progress across the timeline]																																																			
Category: Site Visit																																																							

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Medical School Self-Study (MSS) Q&A Open Forums

Dear MSS Subcommittee Members,

Thank you to everyone who participated in our Q&A session poll and viewed the MSS support tools available on the [Accreditation UME – 2020 SharePoint page](#).

In response to the poll, we will be proceeding with two MSS Q&A Open Forums to be held:

- Wednesday, August 28 | 7:30 a.m. to 8:30 a.m.
- Thursday, August 29 | 12:00 p.m. to 1:00 p.m.

You will receive calendar invites with further details shortly.

Of note, most inquiries received thus far have pertained to the availability of GQ data and appendices.

Please be advised that the GQ data for 2019 has been received and is currently being inputted into the DCI with an expected completion date of August 30.

The appendices, both required and supplemental, for the elements are 95% complete. Some of the outstanding documents are still awaiting official approval, therefore, draft versions will be uploaded to provide you with the information necessary to complete your reports. Once the documents are approved, updated versions will be uploaded in SharePoint. Appendices are also hyperlinked directly in the Elements at the end of each document under Supporting Documentation for your ease of reference.

To check on the status of your assigned elements, you can visit this [SharePoint site](#) at any time to see the most up-to-date Element.

Should you have any questions or concerns please don't hesitate to contact us at MD.Accreditation@nosm.ca.

Thank you in advance for your time and dedication to quality improvement at NOSM.



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