


## NOSM's Performance Goals for 2018-2019

 <p style="font-size: small; margin: 0;">Northern Ontario School of Medicine École de médecine du Nord de l'Ontario ᐱᐱᐱᐱᐱᐱ ᐱᐱᐱᐱᐱᐱ ᐱᐱᐱᐱᐱᐱ ᐱᐱᐱᐱᐱᐱ</p>	<h3 style="margin: 0;">Vision</h3> <p style="margin: 0;">Innovative Education and Research for a Healthier North</p>	<h3 style="margin: 0;">Values</h3> <p style="margin: 0;">Innovation Social Accountability Collaboration Inclusiveness Respect</p>
	<h3 style="margin: 0;">Mission</h3> <p style="margin: 0;">NOSM is committed to the education of high quality physicians and health professionals, and to international recognition as a leader in distributed, learning-centred, community-engaged education and research</p>	

### Strategic Plan

#### Goals (*What we will Achieve by 2020*)

1. Enrich our educational programs to foster exemplary quality health care in rural and remote communities.
2. Strengthen our capacity to perform outstanding research that aligns with the health needs of Northern Ontario.
3. Create an inclusive whole school culture and learning environment that support the growth and development of our faculty, staff, and learners
4. Empower our faculty members through ongoing engagement and active involvement in all aspects of the School.
5. Engage our communities, health service partners, and other collaborators strategically to strengthen relationships and expand resources.

### Integrated Action Plan

#### Activities (*How we will achieve it – Roadmap to 2020*)

1. Connecting the entire NOSM Campus
2. Sustaining and aligning NOSM's infrastructure, logistics and leadership
3. Growing our culture of continuous improvement at NOSM
4. Expanding research in the North for the North
5. Leading at home and beyond Northern Ontario

**\*\* See Appendix for Expansion of the Integrated Action Plan Activities**

The Performance Goals, noted below, reflect the Northern Ontario School of Medicine (NOSM) social accountability mandate; the vision, mission, values and strategic goals set out in the NOSM Strategic Plan 2015-2020; and the key academic principles determined by Academic Council. Outcomes have been established in consultation with the Executive Group and will be measured by key performance indicators (*measurements of what success will look like*):

Indicates a Performance Measure/Target that aligns with the Dean's Performance Goals

## NOSM's Performance Goals for 2018-2019

### STRATEGIC GOAL 1:

*Enrich our educational programs to foster exemplary quality health care in rural and remote communities.*

#### Integrated Action Plan Activities:

3. Growing our culture of continuous improvement at NOSM

4. Expanding research in the North for the North

Outcomes	Performance Measurement	Target	Status (Apr 30, 2019)	Notes/Comments (Apr 30, 2019)
A continuous quality improvement approach for the organization, each educational program and research portfolio (3.1)	Work with the new Director of CQI and Accreditation to create a CQI process for organization wide implementation	Project plan completed by January 30, 2019 and each unit has identified 2 CQI objectives by April 30 2018	In Progress	Looking at how to leverage preparation for UME accreditation to embed standards in daily CQI approach
	Implementation and training across the organization of the CQI process	20% of Directors and Managers trained in CQI process by April 30	Complete	
	Leadership Recruitment is successful	80% of leadership vacancies filled by April 30 (HR, IT, IA, CQI, PG Dean)	Complete	
Masters and PhD programs in Medical Studies (4.1)	Create a launch plan for Masters of Medical Studies for an intake in fall 2019 for 5 students	Plan completed by early 2019	In Progress	
	Develop a formal PhD in Medical Studies proposal for approval by the JSC	Proposal completed by fall of 2019	In Progress	

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**STRATEGIC GOAL 2:**  
*Strengthen our capacity to perform outstanding research that aligns with the health needs of Northern Ontario*

**Integrated Action Plan Activity:**  
 4. Expanding Research in the North for the North

Outcomes	Performance Measurement	Target	Status (Apr 30, 2019)	Notes/Comments (Apr 30, 2019)
Research leads to knowledge translation in clinical practice, biomedical, health care, health outcomes, and education (4.4)	Improve the visibility of our research activities through our website by profiling our researchers and their research	Develop a strategy for regular updating of highlights of faculty research on the research website	Substantially Complete	
Maintain and expand a culture of scholarly/research activity throughout all of the academic programs (4.5)	Enhance the presence of the Research Office throughout the UME program to better encourage and support their research initiatives	Develop a plan for learners to have structured research sessions with the Research Office	Complete	

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### STRATEGIC GOAL 3:

*Create an inclusive whole school culture and learning environment that supports the growth and development of our faculty staff and learners.*

#### Integrated Action Plan Activities:

2. Sustaining and aligning NOSM's infrastructure, logistics and leadership

Outcomes	Performance Measurement	Target	Status (Apr 30, 2019)	Notes/Comments (Apr 30, 2019)
Completion of a comprehensive plan that includes organizational improvement analysis, leadership succession planning, staff and faculty orientation programs and cultural awareness and cultural humility training (2.1)	Completion of a whole-School reconfiguration	Announcement to Whole School by June 30, 2018	Complete	
	Recruitment of a Human Resource Director	Completion by September 2018	Complete	
	Recruitment of Director of Indigenous Affairs	Completion by September 2018	Complete	
	Succession Planning is established to ensure that the pipeline of leaders at all levels are recorded and identified	2 future leaders agree to participate in training/educational program to prepare for leadership	In Progress	Given the transition to a new Dean/CEO, this initiative will be paused until such time as the new Dean/CEO has confirmed her desired state for leadership
	Implementation of performance management program	Completion by May 2019	In Progress	Project delay due to urgency of managing priority issues related to harassment, workplace safety and wellness affecting parts of the School
	Develop orientation programs customized to the employee category (i.e. faculty, staff, management)	Completion by May 2019	In Progress	Project delay due to urgency of managing priority issues related to harassment, workplace safety and wellness affecting parts of the School
Preparing for a transition to the new Dean and CEO in the summer of 2019	New Dean/CEO Orientation and Transition Plan (including Communications) completed by May 2019	Substantially Complete		
Development and implementation of a new sustainability plan for key infrastructure:	Conduct a physical inventory of NOSM assets including IT, lab and research equipment	Perform inventory count by April 2019	Complete	

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library, educational resources, IT, labs and research resources (2.4)	Evaluation of the expected remaining useful life of the NOSM assets including IT, lab and research equipment	Complete by April 2019	Substantially Complete	Lab and IT equipment evaluation complete.
	Implementation of Fixed Asset model in Colleague to record acquisition of equipment and assets, maintain an asset register with accumulated depreciation	Complete business process review (BPR) by April 2019	In Progress	
Healthy and safe work and learning environment is in place (2.7)	NOSM has formally adopted and implemented the Mental Health Commission of Canada Standard on Psychological Safety in the Workplace	EG has formally adopted the Standard, communication about the Standard has occurred to all units and a baseline assessment strategy has been created	Substantially Complete	Proposal created and assigned to Lyne
	Across all NOSM sites learners, faculty and staff have ready access to seamless, transparent, safe, supportive, timely, effective processes to address issues of racism, discrimination, harassment, sexual or other violence in the learning and work environment	By April 30 2019 - Learning and workplace safety advisors (2 or 3) for all learners have been appointed and trained. The recommendations related to safety and support in the learning/work environment, of the Expert Panel on Indigenous Relations have been implemented	In Progress	Posting for learner advocates nearing completion
Identify and advance new revenue streams (2.5)	Normed Enterprises development of business cases	By April 30, 2019 develop and review 2 business cases	Substantially Complete	
	Building relationships with the new provincial government (particularly the MOHLTC and MTCU) in support of NOSM's ongoing advocacy efforts.	At least 4 face to face meetings with Minister's and/or Deputy Minister's by April 30, 2019	Complete	
	Negotiate with MTCU to complete the NOSM Strategic Mandate Agreement (SMA).	Achieve a NOSM Strategic Mandate Agreement (SMA)	In Progress	Met with MTCU in March 2019 to confirm timelines to prepare a new SMA. MTCU is working with the sector to have new SMAs in place before Mar. 2020 and will work with all universities (incl. NOSM) over the summer and fall to advance this work.

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### STRATEGIC GOAL 4:

*Empower our faculty members through ongoing engagement and active involvement in all aspects of the school*

#### Integrated Action Plan Activities:

1. Connecting the entire NOSM campus
2. Sustaining and Aligning NOSM's Infrastructure, Logistics, and Leadership

Outcomes	Performance Measurement	Target	Status (Apr 30, 2019)	Notes/Comments (Apr 30, 2019)
Work with Northern Ontario health professionals to create functional and supportive clinical and academic networks that enable collaboration to effectively carry out teaching and research, as well as clinical care. (1.2)	There are clearly articulated structural options for integrated academic/clinical leadership accountability structures in the Academic Health Sciences Centres that include descriptions of academic/clinical administrative support requirements	Create a system for connecting researchers together based on their shared research activities by leveraging our existing networks	In Progress	
	Integrated AHSCs Credentialing and NOSM Faculty Appointment process	Process approved by NOSM and AHSC's (Thunder Bay and Sudbury) by April 30, 2019	Substantially Complete	Meeting between CEOs from all organizations and approaching agreed upon state/process
Implementing a continuing education and professional development plan for faculty (2.2)	CEPD Plan developed for physicians and allied health professionals in Northern Ontario based on needs assessment already completed.	Completion of CEPD Plan for physicians and allied health professionals.	In Progress	Needs assessment complete. Plan is in development. The Lead PPC met on Mar 27 to further discuss offerings.
	Number of FD and CME sessions and accessibility of sessions.	TBD	In Progress	90 CME and 32 FD sessions in Q3 2018-2019

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### STRATEGIC GOAL 5:

*Engage our communities, health service partners, and other collaborators strategically to strengthen relationships and expand resources*

#### Integrated Action Plan Activities:

1. Connecting the entire NOSM campus
5. Leading at Home and Beyond Northern Ontario

Outcomes	Performance Measurement	Target	Status (Apr 30, 2019)	Notes/Comments (Apr 30, 2019)
Strengthen collaborative relationships with key academic stakeholders/clients (e.g. NOAMA, LEGs, LNGs, SACs, AHSCs,) (1.1)	The draft of a new single agreement between NOSM, TBRHSC and HSN is in place that includes: -shared financial accountability options -tri-partite academic governance options, and -shared branding and communication strategies	Draft of agreement by April 20, 2018	Substantially Complete	Draft agreement has been provided to AHSC partners. Final agreement (incl. budget negotiation) expected by Sept. 2019
	Terms of reference for a pan-Northern Health Professional Education Committee have been created and agreed to by Laurentian, Lakehead, NOAMA, NOSM and the NTHC	Terms of reference by June 30, 2019	In Progress	
Strong relationships and agreements are in place with northern communities/teaching sites, reinforcing our commitment to social accountability and confirming our mutual understanding of shared interests (1.5)	Programs to support Francophone learners and communities (e.g. joint workshops with ACFAS and NOSM)	To have all curriculum elements (SCS) in place for approval by Academic Council by April 30, 2019.	In Progress	
	Build stronger relationships with Indigenous people and communities by implementing the recommendations of the External Expert Panel.	By April 2019 action plan developed to implement recommendations	Substantially Complete	Plan by May to the BoD.
	NOSM plays a significant role on the Northern Physician Resources Task Force	NOSM coordinates and hosts a website/communications portal for all products and materials of the NPRTF	Complete	
Raise NOSM's profile among philanthropic communities and public/private sectors (5.5)	Advancement's 2018/2019 Business Plan to secure at least \$750,000 in gift revenue is fully implemented	\$750,000	Substantially Complete	\$609,000 on March 31, 2019
	Clear communication of our goals and successes to the public	Multi Channel Donor Appeal	In Progress	
	Increase NOSM's profile within the private sector community in Toronto and the GTA, and promote NOSM's impact on Ontario's economy	NOSM is keynote speaker at a public event in Toronto that features private sector business leaders	Complete	Dr. Strasser will also be the key note speaker at the Ontario Mining Association lunch on May 29, 2019

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		Host at least one NOSM sponsored event in Toronto	Substantially Complete	Events planned for May 28 and 29 in Toronto
	A more robust administrative framework for attracting, managing and administering the School's long-term endowment assets is successfully designed and implemented	NOSM investment policy approved by Board by April 30, 2018 Investment management firm selected for fund administration Fund policies and protocols completed by April 30, 2019	Complete	
Identifying and ensuring NOSM presence at all national tables, including COFM, AFMC, etc. (5.1)	Each portfolio identifies who (organization), what and why presence is required at meetings.	Analysis completed by April 2019	In Progress	



**APPENDIX**

**Integrated Action Plan (IAP) – Expansion of Activities**

**ACTIVITIES**

**1. Connecting the Entire NOSM Campus**

1.1 Strengthening Collaborative Relationships (NOAMA, LEGs, LNGs, SACs, AHSCs, Hospitals/Services)

1.2 Creating functional and supportive Clinical and Educations Networks

1.3 Identifying health research activities in Northern Ontario

1.4 Enhancing 2-way (multi-lateral) communication strategies across the School and with communities

1.5 Strengthening relationships and agreements with communities

1.6 Strengthening Relationships with Universities and Colleges in Northern Ontario

**2. Sustaining and Aligning NOSM's Infrastructure, Logistics and Leadership**

2.1 Implementing an HR Plan (leadership succession planning, staff/faculty orientation, cultural competence training, functional analysis)

2.2 Implementing a continuing education and professional development plan for faculty and staff

2.3 Enhancing/developing a sustainable CEPD program

2.4 Enhancing/developing a sustainability plan for key infrastructure: library, educational resources, IT, labs and research resources

2.5 Enhancing/developing a sustainable financial strategy (whole school budget, investment planning, new revenue/advancement strategy)

2.6 Enhancing/developing policies, procedures, service standards to meet social accountability

2.7 Implementing initiatives to support healthy and safe work and learning environment

**3. Growing Our Culture of Continuous Improvement at NOSM**

3.1 Developing a CQI approach for each academic program, research portfolio, infrastructure and operations

3.2 Developing a CQI cycle that includes internal quality indicators

**4. Expanding Research in the North, for the North**

4.1 Establishing Masters and PhD programs in Medical Studies

4.2 Developing a compendium of research activities and resources in Northern Ontario (*see 1.3 above*)

4.3 Enhancing/ developing Research Chairs program

4.4 Enhancing/developing strategies to ensure research leads to practical applications

4.5 Developing a thread/culture of scholarly/research activity throughout the academic programs: UME, PGE, CEPD

**5. Leading at Home and Beyond Northern Ontario**

5.1 Identifying and ensuring NOSM presence at all national tables, including COFM, AFMC, RCPSC, FPC

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5.2 Strengthening partnerships with ON-wide organizations such as OTN, HealthForceOntario, Public Health

5.3 Contributing to success of provincial, national, international organizations and networks

5.4 Identifying and advancing new revenue streams

5.5 Raising NOSM's profile among Northern Ontarians, philanthropic communities and public and private sectors