



		September 22, 2021 Members Meeting minutes <i>included for information</i> <i>The minutes are approved by consent unless edits are noted.</i>	<b>10-13</b>			
		<b>Committee and Other Reports</b>				
	<b>4.0</b>	Executive Committee <i>Pursuant to Board Motion on April 23, 2021, the Board Executive Committee is temporarily paused, and the work of the Executive Committee be reverted to the full Board. (Until completion of the CCAA or otherwise noted)</i>				X
1:30 pm	<b>5.0</b> <b>5.1</b> <b>5.2</b> <b>5.3</b> <b>5.4</b>	Finance, Audit and Risk Management Committee (John Stenger) Report of the Committee Financial Statements – ending September 30, 2021 Audited Financial Statements– Pension Plan Group Benefits Insurer Marketing Proposed Timeline	<b>14-16</b> <b>17-18</b> <b>19-34</b> <b>35-38</b>		X X X	X
1:45 pm	<b>6.0</b> <b>6.1</b> <b>6.2</b> <b>6.3</b>	Governance Committee (Joy Warkentin) Report of the Committee Dean, President and CEO Performance Goals 2021-2022 Occupational Health and Safety Policy	<b>39</b> <b>40</b> <b>41-49</b>		X X	X
1:55 pm	<b>7.0</b> <b>7.1</b> <b>7.2</b> <b>7.3</b> <b>7.4</b>	<b>Dean, President and CEO Report</b> (Dr. Sarita Verma) Engagement Report and A Year in Review Indigenous Reference Group Report Francophone Reference Group Report Equity Strategy Motion (from Session with Dr. LeBlanc)	<b>Separate Document</b> <b>50-52</b> <b>53</b> <b>Separate</b>		X	X
2:25 pm	<b>8.0</b> <b>8.1</b>	<b>Other Reports for Information</b> Report - Academic Council	<b>54-55</b>			X
2:27 pm	<b>9.0</b>	In Camera Session <i>If required, Motion to adjourn to a closed or in-camera session to discuss items of personal, legal, or real estate nature, and other sensitive or confidential matters, and that only members of and other approved by the Board may be present.</i>			X	
3:30 pm	<b>10.0</b>	<b>Other Business</b>				
3:45 pm	<b>11.0</b>	<b>Informational Items</b> <ul style="list-style-type: none"> <li>• <a href="#">Board Meeting Schedule</a> – updates and changes to schedule</li> <li>• Article - Commentary: <a href="#">Moral and Ethical Leadership in the Age of Diversity, Equity, Inclusiveness and Social Accountability by Alex Anawati and Sarita Verma</a> (uploaded to Board site)</li> <li>• NOSM Whole School Update – December 17, 2021 9:30 am – 9:00 am. Click <a href="#">To Add to Calendar</a></li> <li>• <b>Save the Date:</b> NOSM Interview Weekend – March 5-6, 2022</li> <li>• Northern Lights 2022: <a href="#">Pan Northern Leadership Forum</a> (February 24 &amp; 25<sup>th</sup> Virtual)</li> </ul>	<b>Link</b> <b>Link</b> <b>Link</b> <b>56</b> <b>Link</b>			X
4:00 pm	<b>12.0</b>	<b>Adjournment</b>				



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## BOARD OF DIRECTORS Minutes of the Open Meeting

Wednesday, September 22, 2021 (4:00 pm – 4:45 pm ET)  
WebEx/Phone Conference

**Board Members in Attendance:** Board Members in Observance: Dr. David Barnett (Chair), Dr. Marie Josée Berger (Vice Chair), Dr. Sarita Verma (Dean, President, & CEO), Dr. Alexandre Anawati, Craig Abotossaway, Lucy Bonanno, Juliette Denis, Donna Dorrington, Mark Hartman, Mark Hurst, Nancy Jacko, Mae Katt, Sue Lebeau, Dr. Shemar Ratner, John Stenger, Bruce Sutton, and Joy Warkentin

Regrets: Danielle Belanger-Corbin

**Administrative Resources in Attendance:**

Gina Kennedy, Corporate Secretary, and Susan Shawera, Recorder

**Guests and Observers in Attendance:**

Dr. Catherine Cervin, Vice Dean Academic, Dr. William McCready, Special Advisor and Senior Associate Dean, Ray Hunt, Chief Operating Officer, Dr. David Marsh, AD Research, Innovation, and International Relations, Dr. Rob Anderson, AD PGME, Dr. Joseph LeBlanc, AD - Equity and Inclusion, Dan Burrell, Interim Director of Finance, Grace Vita, Director Planning and Risk, Joanne Musico, Director Communications and External Relations, Mat Litalien, Director Institutional Intelligence, Simon Lees, OPSEU 1 Representative, Sylvie Renault, Director, Office of the Dean, and Alexandra Curry, Assistant University Secretary

**Member(s) of the Corporation as Observer(s) in Attendance:** Sonia Del Missier, Vice Chair of the Laurentian University Board of Governors

#	Minutes of the Meeting
1.0	<p>Welcome</p> <p>Dr. Sarita Verma welcomed everyone to the open meeting of the Board, including Directors, Dr. David Barnett, Chair, Dr. Marie Josée Berger, Laurentian University's Provost, and newly appointed Vice Chair, observers and guests, including one of the Members of the Corporation, Sonia Del, Vice Chair of the Laurentian University Board of Governors. Quorum was attained.</p> <p><b>Traditional Lands Acknowledgement and Reflection:</b></p> <p>Dr. Sarita Verma indicated the Northern Ontario School of Medicine respectfully acknowledges that the entirety of the School's wider campus of Northern Ontario is on the homelands of First Nations and Métis Peoples. The Medical School buildings at Laurentian University and Lakehead University are located on the territory of the Anishinabek Nation, specifically Atikameksheng and Wahnapiatae First Nations and Fort William First Nation. She indicated with the world faced with tremendous change and challenges; it created an opportunity for NOSM to grow, learn and reflect. She encouraged members to reflect on the upcoming Franco-Ontarian Day (September 25, 2021), the National Day of Truth and Reconciliation (September 29, 2021), and the goals set for today's meeting.</p>

1.1	<p><b>Dr. Marie Josée Berger - Biography</b>  Dr. Sarita Verma indicated pursuant to the By-Laws and policies, Dr. Robert Haché, Vice Chair of the NOSM Board of Directors and President of Laurentian University delegated his responsibilities to Dr. Marie Josée Berger, Laurentian University's Provost for the remainder of his term. She referred to Dr. Marie Josée Berger's Biography included in the meeting materials for information. She welcomed Dr. Berger to the meeting.</p>
2.0	<p><b>Call to Order</b>  The meeting was called to order at 4:04 pm.</p>
2.1	<p><b>Agenda Review</b>  The agenda and materials were circulated and included in the meeting package. No conflicts of interest declared.</p> <p><b>Moved: (Joy Warkentin/Bruce Sutton)</b>  Approve the agenda as presented.  <b>CARRIED</b></p>
3.0	<p><b>Approval of the Previous Minutes</b></p> <ul style="list-style-type: none"> <li>• <b>Approval of the May 20, 2021 minutes</b>  The previous minutes were circulated for comments after the May 20, 2021 Meeting and included in the meeting materials. The minutes were approved by consensus.</li> <li>• <b>Business Arising from the Minutes</b>  There are no items from the May minutes for business arising, not already identified in the agenda. However, updates related to the status of the MD Accreditation Action Plan will be provided in the closed portion of the meeting.</li> </ul>
<b>Committee and Other Reports</b>	
4.0	<p><b>Finance, Audit and Risk Management Committee</b></p> <p>4.1 <b>Report of the Committee</b></p> <p>4.2 <b>Audited Financial Statements – ending April 30, 2021</b>  Bruce Sutton referred to the Report of the Committee and the Audited Financial Statements for the year ending April 30, 2021 included in the meeting package for approval. He indicated that Grant Thornton LLP had attended the last FARM Committee Meeting and reviewed NOSM's Audited Financial Statements. Bruce Sutton indicated the auditor's opinion is that the financial statements present fairly the financial position and operations of the Northern Ontario School of Medicine for the year ended April 30, 2021. He indicated there was a wholesome discussion on Laurentian University's CCAA Proceedings and its impact on NOSM and as a result an additional note was added, #21, to the audited financial statements.</p> <p>Dr. Sarita Verma acknowledged and thanked the Finance Unit for their amazing work, in particular Ray Hunt, Dan Burrell and Grace Vita.</p> <p><b>Moved: (Bruce Sutton/Dr. Alexandre Anawati)</b>  <b>Resolved that:</b> the Audited Financial Statements for the year ending April 30, 2021 be approved as presented.  <b>CARRIED</b></p>
4.3	<p><b>Appointment of the External Auditors</b>  Bruce Sutton indicated a Request for Proposal (RFP) was issued, three (3) proposals received and evaluated by the Evaluation Committee and their recommendation was to appoint Grant Thornton</p>

	<p>LLP as the auditors for the Corporation for the year ending April 30, 2022.</p> <p><b>Moved: (Bruce Sutton/Juliette S. Denis)</b></p> <p><b>Resolved that:</b> The Finance, Audit and Risk Management Committee recommends that Grant Thornton LLP be appointed as auditors of the corporation for the fiscal year ending April 30, 2022 and that the Board of Directors be authorized to fix the remuneration for Grant Thornton LLP in that regard. Further that this recommendation be approved as presented.</p> <p><b>CARRIED</b></p> <p>Dr. Sarita Verma acknowledged and thanked Bruce Sutton for his work. He had served valiantly as Treasurer of the NOSM Board of Directors and Chair of the Finance Committee for a number of years and had helped NOSM navigate through some of their challenges. Thank you, Bruce!</p>
<p><b>5.0</b> <b>5.1</b> <b>5.2</b></p>	<p><b>Governance Committee</b></p> <p><b>Report of the Committee</b></p> <p><b>Appointment of Directors and Confirmation of Officers for the Corporation</b></p> <p>Joy Warkentin referred to the Governance Committee report included in the meeting package. She indicated in May, the NOSM Board approved a hold on further Board recruitments; therefore, Board Members with terms expiring in September 2021 were extended by one year to September 2022 and marked with an asterisk.</p> <p>As well, Joy Warkentin indicated as Dr. Sarita Verma had previously indicated, Dr. Robert Haché had appointed Dr. Marie Josée Berger as Vice Chair - Designate of the NOSM Board of Directors.</p> <p><b>Moved: (Joy Warkentin/Nancy Jacko)</b></p> <p><b>Resolved that:</b> The following individuals to be elected to the NOSM Board of Directors as follows:</p> <p><b>Officers of the Board Ex-Officio:</b></p> <p>Dr. David Barnett, Provost, Lakehead University (designated) Chair  Dr. Marie Josée Berger, Provost, Laurentian University (designated) Vice Chair  Dr. Sarita Verma Dean, President and CEO</p> <p><b>Elected Directors:</b></p> <p><b>Term (September to September)</b></p> <p>Bruce Sutton 2018-2022*  Mark Hurst 2018-2022*  Danielle Bélanger-Corbin 2018-2022*  Dr. Alexandre Anawati 2018-2022*  Nancy Jacko 2016-2022  Lucy Bonanno 2016-2022  Joy Warkentin 2016-2022  Juliette S. Denis 2019-2022  Donna Dorrington 2019-2022  Suzanne 'Sue' Lebeau 2020-2023  Virginia 'Mae' Katt 2020-2023  Dr. Shemer Ratner 2020-2023  John P. Stenger 2020-2023  Mark Hartman 2020-2022  Craig Abotossaway 2020-2022</p> <p><b>CARRIED</b></p>
<p><b>5.3</b></p>	<p><b>Acknowledgement of Service – Dr. Robert Haché (Dr. Sarita Verma)</b></p>

	<p>Dr. Sarita Verma acknowledged and thanked Dr. Robert Haché for his participation and leadership on the NOSM Board of Directors during a very intriguing and highly educational time. He had served on the NOSM Board of Directors since his appointment as President of Laurentian University in 2019.</p>
	<p><b>NOSM of the Future video - Joanne Musico, Director Communications and External Relations</b>  With extra time before the next meeting Dr. Sarita Verma presented a video, “NOSM of the Future”, developed by the Communications and External Relations Office.</p> <p>Link to video: <a href="https://youtu.be/q_qtFEZWBtY">https://youtu.be/q_qtFEZWBtY</a></p>
<b>6.0</b>	<p><b>Adjournment</b>  Dr. Sarita Verma thanked everyone for their participation and input. With no further business, the Board of Directors Open Meeting adjourned at 4:37 pm.</p> <p>The Annual and General Meeting of Members of the Corporation commenced immediately after the NOSM Board of Directors Open Meeting.</p>

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**BOARD OF DIRECTORS  
Minutes of the Open Meeting**

Wednesday, September 22, 2021 (5:15 pm – 6:30 pm ET)  
WebEx/Phone Conference

**Board Members in Attendance:** Board Members in Observance: Dr. David Barnett (Chair), Dr. Marie Josée Berger (Vice Chair), Dr. Sarita Verma (Dean, President, & CEO), Dr. Alexandre Anawati, Craig Abotossaway, Lucy Bonanno, Juliette Denis, Donna Dorrington, Mark Hartman, Mark Hurst, Nancy Jacko, Mae Katt, Sue Lebeau, Dr. Shemar Ratner, John Stenger, Bruce Sutton, and Joy Warkentin

Regrets: Danielle Belanger-Corbin

**Administrative Resources in Attendance:**

Gina Kennedy, Corporate Secretary, and Susan Shawera, Recorder

**Guests and Observers in Attendance:**

Dr. Catherine Cervin, Vice Dean Academic, Ray Hunt, Chief Operating Officer, Dr. Rob Anderson, AD PGME, Dr. Joseph LeBlanc, AD - Equity and Inclusion, Dan Burrell, Interim Director of Finance, Grace Vita, Director Planning and Risk, Joanne Musico, Director Communications and External Relations, Mat Litalien, Director Institutional Intelligence, Simon Lees, OPSEU 1 Representative, Sylvie Renault, Director, Office of the Dean, and Alexandra Curry, Assistant University Secretary

Regrets: Danielle Bélanger-Corbin

#	Minutes of the Meeting
1.0	<p>Welcome</p> <p>Dr. Sarita Verma welcomed everyone to the third and final meeting, the first meeting of the NOSM Board of Directors for the year 2021-2022.</p>
2.0	<p><b>Call to Order</b></p> <p>The meeting was called to order at 5:00 pm. Quorum was attained.</p> <p><i>Pursuant to the Board Motion on April 23, 2021; Dr. Sarita Verma, Dean, President and CEO will be Meeting Chair until further notice/Laurentian University's CCAA Proceedings are completed.</i></p>
2.1	<p><b>Agenda Review</b></p> <ul style="list-style-type: none"> <li>Declarations of Conflicts, Additions or Edits and Approval</li> </ul> <p><i>In Camera - Members are reminded that items arising that need in camera attention should be declared at the point of discovery.</i></p> <p>The agenda and materials were circulated and included in the meeting package. Dr. Sarita Verma indicated there will be a closed/in-camera session for Board Members Only to discuss a number of legal issues and should a conflict of interest arise, it can be declared at that time. No conflicts of interest declared.</p> <p><b>Moved: (Joy Warkentin/Juliette Denis)</b> Approve the agenda as presented.</p> <p><b>CARRIED</b></p> <p>Dr. Sarita Verma acknowledged the guests and observers in attendance.</p>

	<b>Committee and Other Reports</b>
<p><b>3.0</b> <b>3.1</b> <b>3.2</b></p>	<p><b>Governance Committee</b> <b>Report of the Committee</b> <b>Chairs and Committee Selection Report</b></p> <p>Joy Warkentin referred to the Chairs and Committee Selection report included in the meeting package for approval.</p> <p><b>Moved: (Joy Warkentin/Bruce Sutton)</b> <b>Resolved that:</b> The Board Committee Membership (attached) be approved as presented and further that the Board Committee Chairs and Vice Chairs (attached) be approved as presented for the 2021-2022 Year. <b>CARRIED</b></p> <p>Joy Warkentin welcomed John P. Stenger, incoming Treasurer and Chair of the Finance, Audit and Risk Management (FARM) Committee. She extended her appreciation and gratitude to Bruce Sutton (outgoing Treasurer and Chair of the Finance, Audit and Risk Management Committee) for his wonderful leadership and guidance. She highlighted:</p> <ul style="list-style-type: none"> <li>• NOSM Board of Directors – Dr. David Barnett, Chair and Dr. Marie Josée Berger, Vice Chair</li> <li>• FARM Committee – John P. Stenger, Chair and Brent Maranzan, Vice Chair</li> <li>• Governance Committee – Joy Warkentin, Chair and Susan Soldan, Vice Chair</li> <li>• Nominations and Community Relations – Nancy Jacko, Chair</li> </ul> <p>Dr. Sarita Verma added, also included are the appointments to the Pension Committee, Investment Committee and the Appointments by the Dean to the Thunder Bay Regional Health Research Institute.</p> <p>A great slate of wonderful people who do wonderful work for NOSM!</p>
<p><b>4.0</b> <b>4.1</b> <b>4.2</b> <b>4.3</b></p>	<p><b>Finance, Audit and Risk Management Committee (John P. Stenger)</b> <b>Report of the Committee</b> <b>Overview of Operating Surplus and Restricted Assets information</b> <b>Committee Workplan Information</b></p> <p>John Stenger acknowledged and thanked Bruce Sutton for his mentorship and support over the last year to integrate him into his new role. He referred to the FARM Committee Report included in the meeting materials and highlighted:</p> <ul style="list-style-type: none"> <li>• Audit Management letter from the auditors.</li> <li>• FARM Committee to monitor closely over the next year the activity within the general reserve fund and if the additional government funding that NOSM budgeted for expansion is received.</li> <li>• Request for Proposal for an investment firm later this year to be issued.</li> </ul>
<p><b>4.4</b></p>	<p><b>Joint Benefits Committee Report Renewal and Recommendation</b></p> <p>John Stenger referred to the Joint Benefits Committee Report - Renewal and Recommendation included in the meeting materials for approval.</p> <p><b>Moved: (John Stenger/Dr. Alexandre Anawati)</b> <b>Resolved that:</b> The recommendation of the benefit renewal rates as negotiated by Mercer of approximately 1.2% for Health and Dental benefits effective October 1, 2021 be approved as presented. <b>CARRIED</b></p>



<p><b>4.5</b></p>	<p><b>Financial Policies for Review and Approval</b></p> <p><b>a) Financial Delegated Authorities</b></p> <p>John Stenger referred to the Financial Delegated Authorities Policy included in the meeting materials for approval.</p> <p><b>Moved: (John Stenger/Juliette S. Denis)</b></p> <p><b>Resolved that:</b> the policy on Financial Delegated Authorities be approved as amended to reflect changes in the organization of the School.</p> <p><b>CARRIED</b></p> <p><b>b) Signing Authorizations</b></p> <p>John P. Stenger referred to the Signing Authorizations included in the meeting package for approval.</p> <p><b>Moved: (John Stenger/Bruce Sutton)</b></p> <p>Resolved that: the policy on Signing Authorizations be approved as amended to reflect changes in the organization of the School.</p> <p><b>CARRIED</b></p>
<p><b>4.6</b></p>	<p><b>Banking Resolution</b></p> <p>John Stenger referred to the Banking Resolution included in the meeting package for approval.</p> <p><b>Moved: (John Stenger/Nancy Jacko)</b></p> <p>Resolved that:</p> <ol style="list-style-type: none"> <li>1. The Revised form of the attached resolutions be approved as banking resolutions of the Corporation; and,</li> <li>2. The President, Dean, and CEO and Treasurer of the Corporation be authorized and directed to sign these resolutions and to place such resolutions in the minute book of the Corporation.</li> </ol> <p><b>CARRIED</b>, and 1 abstention, Dr. Alexandre Anawati as he is a recipient of a NOAMA grant</p> <p>Dr. Sarita Verma thanked John Stenger and the Finance Team for the report.</p>
<p><b>4.7</b></p>	<p><b>HOOPP Status Report (Ray Hunt)</b></p> <p>Ray Hunt provided an update on the Healthcare of Ontario Pension Plan (HOOPP):</p> <ul style="list-style-type: none"> <li>• NOSM renegotiated the Collective Agreements (CAs) of both Unions (OPSEU 1 &amp; 2) and received agreement to move from a defined contribution pension plan to a defined benefit pension plan, HOOPP, effective October 1, 2021.</li> <li>• Cost to move to HOOPP revenue neutral, concessions established in both CAs and with staff as shared cost for both employee and employer.</li> <li>• Only 18 out of 225 eligible employees (8%) opted out of HOOPP.</li> <li>• The Manulife Pension Plan to wind up effective September 30, 2021 and a final audit of the Manulife Pension Plan to be executed.</li> </ul> <p>Dr. Sarita Verma thanked Ray Hunt for his report and looking forward to regular updates.</p>
<p><b>5.0</b></p>	<p><b>Report of the Dean, President and CEO (Dr. Sarita Verma)</b></p> <p><i>At 5:14 pm, Dr. David Barnett assumed the role of Chair.</i></p> <p>Dr. Sarita Verma thanked her team for dealing with the pandemic, Laurentian University's Insolvency, the transition to become NOSM University, the recent loss of NOSM's Director of Finance, Joe Lipinski, and other challenges. Dr. Sarita Verma currently in Thunder Bay for two months to focus on strengthening and maintaining relationships after not being in Thunder Bay for</p>

18 months because of COVID restrictions and health reasons.

She acknowledged Dr. David Barnett of Lakehead University – NOSM’s Chair and Dr. Marie Josée Berger of Laurentian University - NOSM’s Vice Chair who play an integral role in NOSM’s journey and hoped for their continued collaboration. She stated she believes to shore up higher education as well as the health and well-being of the Northern Ontario Community; “we all must succeed and the only way to succeed is through collaboration”.

Before she highlighted her report, she spoke to the report circulated to Board Members on September 21, 2021 as well as the inquiry made at the previous meeting regarding CACMS’s decision on NOSM’s MD Program Accreditation and the impact on NOSM that was mitigated by Laurentian University’s CCAA process but goes to the instability of NOSM’s governance. She reaffirmed that there had been no lack of transparency and she continues and will continue to be open and transparent. She clarified that:

- NOSM’s UME MD Program is fully accredited with a follow-up review in 18 months. She indicated CACMS had changed the duration standard from 24 months to 18 months.
- Ongoing and continued work being done by Dr. Catherine Cervin, Dr. Lee Toner and the accreditation team on all areas identified as unsatisfactory or satisfactory with monitoring. She indicated CACMS had established a new category, satisfactory with monitoring.

Dr. Sarita Verma added, all 4<sup>th</sup> year NOSM medical students had matched to a residency program in the 2021 CaRMS match and scored in the 98<sup>th</sup> percentile in all exams.

Dr. Sarita Verma indicated the theme of the Spring 2021 report was “CommUnity” with an emphasis on the word “unity” and her the theme of the Fall 2021 report is “Transformation” with an emphasis on the word “transform” which had been circulated in the meeting package to all Board Members and guests at this meeting.

Dr. Sarita Verma provided a comprehensive overview of the Dean’s Report and an interactive update on the Strategic Plan. She highlighted that the Fall 2021 Report is interactive that emphasizes the massive transformation that occurred this past year and includes the outcomes from her Board approved performance goals outcomes. She encouraged members to review the reports online to see the various results in real time.

**TRANSFORMATION** - Dean’s Report & Strategic Plan Status, Fall 2021

[Read online](#) or download the digital copy in [English](#) and [French](#).

Dr. David Barnett thanked Dr. Sarita Verma for all the work and appreciated her transparency.

Bruce Sutton followed up on Dr. Sarita Verma’s inquiry on when and how her formal performance evaluation will be conducted. Joy Warkentin noted that this item is to be discussed in the in-camera session.

Mark Hartman thanked Dr. Sarita Verma for her report and the great progress being done during a really difficult year. He inquired if there were any research opportunities that could be pursued given the quick shift to virtual care because of the pandemic, i.e., virtual health care, medical education and the impact on the quality of health care. Dr. Sarita Verma indicated a lot of debate from an education and medical school training perspective, including at the College of Family Physicians of Canada. Research being done, but not by NOSM. She indicated she had commissioned Dr. David Musson, former Associate Dean UME, to conduct a review of NOSM’s pedagogy, what is the evidence and where could NOSM go as innovation in the future.

	<i>At 5:37 pm, Dr. Sarita Verma resumed the role of Chair.</i>
<b>6.0</b>	<p><b>Informational Items</b></p> <ul style="list-style-type: none"> <li>• <b>Board of Directors Full Virtual Day Meeting – December 2, 2021</b></li> </ul> <p>Dr. Sarita Verma indicated the next Board of Directors meeting scheduled for December 2, 2021 and will be a virtual day comprised of a board meeting and several sessions.</p>
<b>7.0</b>	<p><b>Other Business (not on the agenda)</b></p> <p>There was no other business.</p>
	The open Board of Directors meeting was adjourned at 5:39 pm.
<b>8.0</b>	<p><i>Moved to a Closed/In Camera Session at 5:39 pm</i></p> <p><b>Moved: (Bruce Sutton/Joy Warkentin)</b> To move to a closed session. <b>CARRIED</b></p>
<b>8.1</b>	<p><b>Closed In-Camera Session</b></p> <p>Dr. Sarita Verma requested that Ray Hunt (COO) be present for the in-camera session, Board members agreed.</p> <p><i>At 5:41 pm, Dr. Sarita Verma went to the lobby and Ray Hunt left the meeting.</i></p>
	<p><i>At 5:47 pm, Dr. Sarita Verma returned to the session.</i></p> <p><b>Actions Arising from the Minutes</b></p> <p>Joy Warkentin indicated the Governance Committee will review the applicable policies and processes for the review of the Dean, President and CEO and present their findings at a future meeting.</p> <p>Joy Warkentin indicated that the following motion was passed.</p> <p><b>Motion: (Joy Warkentin/Nancy Jacko)</b> Be it resolved that NOSM’s Board of Directors acknowledge Dr. Sarita Verma’s leadership with respect to the Strategic Plan, with responding to the effects of the Laurentian University Insolvency, the COVID-19 pandemic and in leading the School's transformation to NOSM University and further that the NOSM Board of Directors express their confidence in Dr. Sarita Verma’s leadership. <b>CARRIED UNANIMOUSLY</b></p> <p>Joy Warkentin informed Dr. Sarita Verma that the Board had unanimously passed a motion to acknowledge her leadership with respect to the Strategic Plan, responding to the effects of the Laurentian University Insolvency, the COVID-19 pandemic and the School's transformation to NOSM University, and that the Board expressed their confidence in her leadership.</p> <p>Dr. Sarita Verma thanked the Board of Directors.</p>
<b>9.0</b>	<p><b>Adjournment</b></p> <p>With no further business, the meeting adjourned at 5:55 pm.</p>



**Wednesday, September 22, 2021**

4:45 p.m. to 5:15 p.m.

WebEx Conference

**Members of the Corporation in Attendance:** Angela Maltese, Chair, Lakehead University Board of Governors and Sonia Del Messier – Vice Chair, Laurentian University Board of Governors

**Board Members in Observance:** Dr. David Barnett (Chair), Dr. Marie Josée Berger (Vice Chair), Dr. Sarita Verma (Dean, President, & CEO), Dr. Alexandre Anawati, Craig Abotossaway, Lucy Bonanno, Juliette Denis, Donna Dorrington, Mark Hartman, Mark Hurst, Nancy Jacko, Virginia May (Mae) Katt, Sue Lebeau, Dr. Shemar Ratner, John Stenger, Bruce Sutton, and Joy Warkentin

**Regrets:** Danielle Belanger-Corbin

**Administrative Resources in Attendance:**  
Gina Kennedy, Corporate Secretary and Susan Shawera, Recorder

**Guests and Observers in Attendance:**  
Dr. William (Bill) McCready, Special Advisor and Sr. Associate Dean at NOSM Lakehead,  
Ray Hunt, Chief Operating Officer, Dr. Catherine Cervin, Vice Dean Academic,  
Dr. David Marsh, AD Research, Innovation, and International Relations  
Dr. Rob Anderson, AD Postgraduate Medical Education  
Dr. Joseph LeBlanc, AD Equity and Inclusion  
Joanne Musico, Director Communications and External Relations  
Grace Vita, Director Planning and Risk,  
Dan Burrell, Budget Administrator, Joe Lipinski, Director Finance  
Sylvie Renault, Director Office of the Dean  
Mattieu Litalien, Director OII  
Dr. Simon Lees, OPSEU Unit #1

#	Minutes of the Meeting
1.0	<p><b>Welcome</b></p> <p>As Meeting Chair, Dr. Sarita Verma welcomed everyone to the meeting. She stated that Notice of this meeting had been given to the Members in accordance with the By-laws of the Corporation and, therefore, the meeting was regularly constituted for the transaction of business.</p> <p>There was a regular Board of Directors' Meeting that preceded this meeting at 4:00 pm today. She noted for the NOSM Board of Directors and guests present, that the two Members of the Corporation, Sonia Del Messier, Laurentian University Board of Governors Vice Chair and Angela Maltese, Lakehead University Board of Governors Chair are the only two individuals required or able to vote on the matters presented in this meeting.</p>

	<p>Bruce Sutton, Treasurer and Chair of the Finance, Audit and Risk Management Committee to present the Committee Report and items as well, Joy Warkentin, Chair will present the Governance Committee Report and items.</p> <p>Quorum was confirmed.</p>
<p><b>2.0</b></p> <p><b>2.1</b></p>	<p><b>Call to Order</b> The meeting was called to order at 4:37pm.</p> <p><b>Agenda Review</b> Declarations of Conflicts, Additions or Edits and Approval</p> <p>The agenda was circulated in advance and in the meeting materials. Agenda reviewed and approved as presented. There were no declarations of conflict of interest. Angela Maltese noted that she has a question under 4.2.</p> <p>Upon motion duly made, seconded and carried unanimously. Be it resolved that the Agenda be approved as presented.</p>
<p><b>3.0</b></p> <p><b>3.1</b></p>	<p><b>Approval of the Previous Minutes</b> <b>Approval of the draft minutes</b></p> <p>The draft Minutes of September 30, 2020 were circulated and reviewed by the Members after the meeting for accuracy and are included in the meeting materials.</p> <p>Upon motion duly made, seconded and carried unanimously. Be it resolved that the Minutes of September 30, 2020 be approved as presented.</p>
	<p><b>Committee and Other Reports</b></p>
<p><b>4.0</b></p> <p><b>4.1</b></p> <p><b>4.2</b></p>	<p><b>Finance, Audit and Risk Management Committee</b> Report of the Committee Bruce Sutton referred to the Report included in the meeting package</p> <p>Audited Financial Statements for Approval Bruce Sutton referred to the Audited Financial Statements for the year ended April 30, 2021 included in the meeting package for approval.</p> <p>Upon motion duly made, seconded, and carried unanimously. Resolved that: The Audited Financial Statements for the year ended ending April 30, 2021 be approved as presented.</p> <p>In response to the inquiry by Angela Maltese, it was indicated that the auditors receive the Board Minutes and reports, confirming that at the July 22, 2021 meeting Dr. Lee Toner, Interim Associate Dean UME presented and provided a detailed report which included a heat map of all of the standards and elements that were satisfactory, unsatisfactory or satisfactory with monitoring. Dr. Verma added that Dr. Lee Toner’s presentation and report was documented in the minutes of which the auditors would have had full access to that information, perhaps not necessarily the actual CACMS letter.</p>

4.3	<p><b>Appointment of Auditors</b></p> <p>Bruce Sutton indicated the Appointment of Auditors recommendation is included in the meeting package for approval.</p> <p>Upon motion duly made, seconded and carried unanimously.</p> <p>Resolved that: The Finance, Audit and Risk Management Committee recommends that Grant Thornton LLP be appointed as auditors of the corporation for the fiscal year ending April 30, 2022 and that the Board of Directors be authorized to fix the remuneration for Grant Thornton LLP in that regard. Further that this recommendation be approved as presented.</p>
5.0 5.1	<p><b>Governance Committee</b></p> <p><b>Report of the Committee</b></p> <p>Joy Warkentin referred to the Governance Committee Report included in the meeting package.</p>
5.2	<p><b>Appointment of Directors and Confirmation of Officers for Corporation</b></p> <p>Joy Warkentin outlined the recommendation included in the materials.</p> <p>Upon motion duly made, seconded and carried unanimously.</p> <p><b>Resolved that:</b> the following individuals to be elected to the NOSM Board of Directors as follows:</p> <p><b>Officers of the Board</b></p> <p><b>Ex-Officio:</b></p> <p>Dr. David Barnett, Provost, Lakehead University (designated) Chair</p> <p>Dr. Marie Josée Berger, Provost, Laurentian University (designated) Vice Chair</p> <p>Dr. Sarita Verma Dean, President and CEO</p> <p><b>Elected Directors: Term</b></p> <p>Bruce Sutton 2018-2022</p> <p>Mark Hurst 2018-2022</p> <p>Danielle Bélanger-Corbin 2018-2022</p> <p>Dr. Alexandre Anawati 2018-2022</p> <p>Nancy Jacko 2016-2022</p> <p>Lucy Bonanno 2016-2022</p> <p>Joy Warkentin 2016-2022</p> <p>Juliette S. Denis 2019-2022</p> <p>Donna Dorrington 2019-2022</p> <p>Suzanne ‘Sue’ Lebeau 2020-2023</p> <p>Virginia ‘Mae’ Katt 2020-2023</p> <p>Dr. Shermer Ratner 2020-2023</p> <p>John Stenger 2020-2023</p> <p>Mark Hartman 2020-2022</p> <p>Craig Abotossaway 2020-2022</p>
6.0	<p><b>Adjournment</b></p> <p>The next Annual Meeting of the Members is scheduled for <b>Wednesday, September 21, 2022</b>.</p> <p>Dr. Sarita Verma expressed appreciation to both Angela Maltese and Sonia Del Messier for their time and participation at the Members meeting.</p>

	<p>The first meeting of the Board of Directors for the 2021-2022 Academic Year is to commence immediately following this meeting.</p> <p>With no further business, the meeting was adjourned at 4:59pm.</p>
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# Finance Audit and Risk Management Committee Report

<b>Report Dated:</b>	December 2, 2021
<b>Chair:</b>	John Stenger
<b>Date of Last Meeting:</b>	November 8, 2021
<b>Date of Next Meeting:</b>	February 23, 2022 (9-11 am)

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This report summarizes key informational items discussed and approvals made by the FARM Committee at the meeting of November 8, 2021. It is presented to the Board for information.

The membership of the committee can be found online:

<https://www.nosm.ca/about/governance/board-of-directors/standing-committees/>

## 1. Budget Process/Strategy Discussions

Dan Burrell, Interim Director of Finance, presented an overview of the Laurentian CCAA expenses to date, the reserves balances, and the proposed budget process and initial projections for 2022-23:

- Laurentian CCAA Expenses: Total expenses as of September 2021 is \$1.792 Million (\$205K year to date). As of September 30, 2021, NOSM Finance is projecting approximately \$2.15 Million in total estimated expenses.
- Reserves Balances: The reserves were opening at \$3.349 Million on May 1, 2020. After adding the operating surplus, and the expenses related to the Laurentian CCAA, the total closing balance at April 30, 2021 was \$1.587 Million. There are no changes to estimates or projections since May 2021. The possible reserve balance at April 30, 2022 is \$1.22 M if no additional revenue is received from the government.
- Proposed Budget Process and Initial projections for 2022-2023: The initial projection for 2022-23 is a deficit of \$2.4 Million. The current fiscal year was balanced in anticipation of receiving additional funding and reductions in the overall operating budget. The \$2.4 Million deficit reverses these assumptions as the starting point for 2022-23. The 2022-23 budget planning will need to reconsider these assumptions, as well as consider the NOSM University Transition, the Year 2 implementation of the Strategic Plan and the current Strategic Initiatives.
- The timeline for the budget process for 2022-2023 was also presented to have the budget approved at the May 11, 2022 Board of Directors meeting.

## 2. Financial Report for the period ending September 30, 2021

The Financial Report for the period ending September 30, 2021 was reviewed and approved for presentation to the Board. **[Motion attached]**

The following was noted:

- Most of the current expenses are on budget.
- Note 1 is specifically related to anticipated funding and is not identified as a variance in the report. We continue to expect additional funding.
- Note 2 indicates vacancy savings are currently as projected.
- Legal fees are exceeding budget by \$30,000 due to HR and HOOPP legal costs.
- Legal costs to NOSM associated with the Laurentian CCAA are not reflected in



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the Financial Report for this period, as these will be applied against the reserves as approved by the Board of Directors.

### **3. Risk Management Update**

Grace Vita, Director Planning and Risk, presented the risks that were identified through a Currie Survey that was conducted with all of its members (60 universities across Canada). The top five risks identified are: financial sustainability, competition for students, technology/cyber, Government relationships and Faculty & Staff Mental Health. Grace provided a brief overview on mechanisms and strategies in place for how NOSM is mitigating each of these emerging risks and other risks in the postsecondary sector.

### **4. FARM Committee - Committee Workplan & Terms of Reference**

The Committee briefly reviewed the workplan and Terms of Reference. All areas identified in this quarter of the workplan were discussed. It was noted that the FARM Terms of Reference will not be updated at this time in light of the NOSM University transition.

### **5. Investment Committee Update**

Ray Hunt, Chief Operating Officer, provided an update on the Investment Committee. Last year, the Board approved the Investment Policy and the Ethical Investment Policy Statement. These will both be included in a Request for Proposals to seek an investment firm to help manage NOSM's investment funds. It is anticipated that at the next FARM meeting, a recommendation and motion to select an investment management firm will be presented.

### **6. HOOPP – Update**

Dan Burrell, Interim Director of Finance, provided an update on the Healthcare of Ontario Pension Plan (HOOPP). HOOPP implementation was effective October 1, 2021 and there was a high uptake within NOSM's three employee groups. All employees now have access to the HOOPP portal. Human Resources is ensuring all information is correct and is working on sending historical earnings information for each enrolled employee to HOOPP to inform buybacks.

### **7. Update – Pension Plan Employees of NOSM – Draft Audited Financial Statement for the final period ending September 30, 2021**

In order to allow NOSM employees with funds in the Manulife Pension to transfer both their balances and years of service to HOOPP, the Manulife Pension Plan has to be wound up as of September 30, 2021. The pension regulations state the audit for the windup period must be submitted to the regulators within 90 days of the wind up date.

Due to the time sensitive deadlines with the filing of the Audited Statements to the Ontario Regulatory Board, the draft Audited Financial Statements for the final period of September 30, 2021 for the Pension Plan of NOSM Employees were provided to the FARM Committee and reviewed ahead of the completion of the audit (as the FARM meeting occurred too soon after the September 30, 2021 wind up date to complete the audit).

FARM members agreed to subsequently approve the audited statements electronically by email once the audit is completed by the auditors and prior to the December 2, 2021 Board of Directors meeting. **[Motion attached]**

### **8. Group Benefits Insurer Marketing Proposed Timeline**

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As NOSM's current contract with Canada Life expires on April 30, 2022 but our current rates are guaranteed by Canada Life until September 30, 2022, in order to avoid mid-year rate adjustments and to minimize disruption with the Unions and with payroll processing, Administration proposed extending the current contract with Canada Life until October 1, 2022 and have the marketing implementation align with that date.

The Committee members further discussed the possibility of aligning the benefits agreement with NOSM's fiscal year and the possibility of negotiating annual benefit rates with the benefits carrier in house. It was highlighted that the October 1<sup>st</sup> renewal timeline is the norm for benefits carriers and that NOSM benefits by utilizing Mercer for negotiating benefit rates on behalf of NOSM (including detailed reports and their expertise).

The Committee recommended that the Group Benefits Insurer Marketing Proposed Timeline be presented to the Board for approval. **[Motion attached]**



**Meeting:**

Board of Directors

**Date:**

**December 2, 2021**

**Decision Requested:**

Financial Report ending September 30, 2021

**[Moved/Seconded]**

**Resolved that:**

The Financial Report for the five month period ending September 30, 2021 be approved as presented.

**Context and Background:**

The Finance, Audit and Risk Management Committee has approved the Financial Report ending September 30, 2021 to be presented to the Board of Directors for approval.

**Attachments:**

Financial Report ending September 30, 2021

**Submitted by:** Interim Director of Finance, Dan Burrell

**NORTHERN ONTARIO SCHOOL OF MEDICINE**  
**Operating Budget Variance Analysis**  
**For the Period Ended September 30, 2021**

	Budget 2022 \$(000)	Year to Date Sept 30/21			Forecast April 30/22		
		Budget \$(000)	Actuals \$(000)	Variance \$(000)	Budget \$(000)	Forecast \$(000)	Variance \$(000)
<b>INCOME</b>							
Government Grant - MCU	23,090	9,550	9,550	-	23,090	23,090	-
Government Grant - MOH	16,381	6,744	6,744	-	16,381	16,381	-
Government Grant - Expansion or Operating Funds	700	-	-	-	700	700	-
Tuition	6,285	2,549	2,549	-	6,285	6,285	-
Ontario Medical School Application Fees	200	81	81	-	200	200	-
Interest	320	130	130	-	320	320	-
Project and Research Revenues	1,674	679	679	-	1,674	1,674	-
<b>TOTAL INCOME</b>	<b>48,650</b>	<b>19,733</b>	<b>19,733</b>	<b>-</b>	<b>48,650</b>	<b>48,650</b>	<b>-</b>
<b>EXPENDITURES</b>							
<b>Operating:</b>							
Salaries and Benefits	24,869	10,667	10,663	4	24,869	24,869	-
Clinical Faculty Stipendiary Contracts	4,713	2,016	2,010	6	4,713	4,713	-
Teaching Fees	6,699	2,244	2,236	8	6,699	6,699	-
Non-Student Travel	821	72	59	13	821	821	-
Student Travel and Accommodations	3,125	993	988	5	3,125	3,125	-
Office, Supplies and Services	1,113	435	416	19	1,113	1,113	-
Legal and Consulting Fees	712	290	320	(30)	712	712	-
Facilities	1,276	541	540	1	1,276	1,276	-
Technology, Telecommunications, & Hardware	1,420	727	724	3	1,420	1,420	-
Meetings and Professional Development	1,903	634	614	20	1,903	1,903	-
Research	507	165	161	4	507	507	-
Library Licences	834	619	619	-	834	834	-
Research Studentship and Bursaries	658	330	325	5	658	658	-
Capital Fund	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>48,650</b>	<b>19,733</b>	<b>19,675</b>	<b>58</b>	<b>48,650</b>	<b>48,650</b>	<b>-</b>
<b>Total Revenues over Expenditures</b>	<b>-</b>	<b>0</b>	<b>58</b>	<b>58</b>	<b>-</b>	<b>-</b>	<b>-</b>

Note 1 - 2021/22 budget included projected vacancy savings of \$364K. Finance is now projecting to meet that target based on current complement.

Note 2 - Government Expansion or Operating Funding - NOSM budgeted for \$700K. No confirmed information on additional funding yet. Administration is still projecting some form funding will be received in 21-22

Additional Note - These results do not reflect the legal costs to NOSM associated with Laurentian's CCAA in 21/22 (\$205K to date). These costs will be applied against reserves as approved by the Board



**Meeting:**

Board of Directors

**Date:**

**December 2, 2021**

**Decision Requested:**

Audited Financial Statement for the final period ending September 30, 2021 for the Wind Up of the Manulife Pension Plan for Employees of NOSM.

**[Moved/Seconded]**

**Resolved that:**

The audited Financial Statements for the final period ending September 30, 2021 for the Wind Up of the Manulife Pension Plan for Employees of NOSM be approved as presented.

**Context and Background:**

- Effective October 1, 2021 NOSM has joined the Hospitals of Ontario Pension Plan (HOOP).
- In order to allow NOSM employees with funds in the Manulife Pension to transfer both their balances and years of service to HOOPP, the Manulife Pension Plan has to be wound up as of September 30, 2021.
- The pension regulations state the audit for the windup period must be submitted to the regulators within 90 days of the wind up date.
- The Finance, Audit and Risk Management Committee approved the Audited Financial Statements for the final period ending September 30, 2021 for the Wind Up of the Manulife Pension Plan for Employees of NOSM by email on November 29, 2021\*.

**Attachments:**

Audited Financial Statements– Pension Plan for Employees of Northern Ontario School of Medicine for the Period ended September 30, 2021

**Submitted by:** Interim Director of Finance, Dan Burrell



To: Finance, Audit & Risk Management Committee | Date: November 8, 2021

Submitted By: Dan Burrell, Interim Director of Finance

Responsible Administration  
Portfolio:

Subject: Pension Plan Employees of NOSM – Draft Audited Financial Statements for the Final period ending September 30, 2021

- For:**
- Discussion and/or Direction**
  - Decision (formal approval/motion)**
  - Information Only**

**PURPOSE**

The purpose of this Briefing Note is to update FARM Committee on the Status and Timing of the audit of the Financial Statements of the Pension Plan Employees of NOSM for the Final period ending September 30, 2021

**BACKGROUND**

Effective October 1, 2021 NOSM has joined the Hospitals of Ontario Pension Plan (HOOP). In order to allow NOSM employees with funds in the Manulife Pension to transfer both their balances and years of service to HOOPP, the Manulife Pension Plan has to be wound up as of September 30, 2021. The pension regulations state the audit for the windup period must be submitted to the regulators within 90 days of the wind up date. The next Board meeting is December 2, 2021 and that is the only meeting before the 90 Day deadline. This FARM meeting is occurring too soon after the September 30, 2021 windup date for the auditors to have completed the audit. A draft of the statements that have been provided to the auditors is included with this Briefing Note.

**RECOMMENDATION**

Agreement by the Committee to approve the Final period Financial Statements of the Pension Plan Employees of NOSM at September 30, 2021, **electronically by email**, once the audit is completed by the auditors and **prior to** the Board of Directors meeting on December 2, 2021

## Financial Statements

### Pension Plan for Employees of Northern Ontario School of Medicine

September 30, 2021

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# Contents

	<b>Page</b>
Independent Auditor's Report	1 - 3
Statement of Net Assets Available for Benefits	4
Statement of Changes in Net Assets Available for Benefits	5
Notes to the Financial Statements	6 - 12

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# Independent Auditor's Report

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Grant Thornton LLP  
Suite 300  
979 Alloy Drive  
Thunder Bay, ON  
P7B 5Z8  
T +1 807 345 6571  
F +1 807 345 0032

To the Administrator of  
Northern Ontario School of Medicine

## Opinion

We have audited the plan financial statements of Pension Plan for Employees of Northern Ontario School of Medicine, ("the plan financial statements"), which comprise the statement of net assets available for benefits as at September 30, 2021, and the statement of changes in net assets available for benefits for the period from January 1, 2021 to September 30, 2021, and notes to the plan financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying plan financial statements present fairly, in all material respects, the net assets available for benefits of Pension Plan for Employees of Northern Ontario School of Medicine as at September 30, 2021 and the changes in net assets available for benefits for the period from January 1, 2021 to September 30, 2021 then ended in accordance with the financial reporting provisions of Section 76 of the Regulations of the Pension Benefits Act of Ontario.

## Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Plan Financial Statements* section of our report. We are independent of Pension Plan for Employees of Northern Ontario School of Medicine in accordance with the ethical requirements that are relevant to our audit of the plan financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Emphasis of Matter - Basis of Accounting and Restriction on Use

We draw attention to Note 1 to the plan financial statements, which describes the basis of accounting. The plan financial statements are prepared to assist the Pension Committee, management and Board of Northern Ontario School of Medicine in meeting the requirements of Financial Services Commission of Ontario. As a result, the plan financial statements may not be suitable for another purpose. Our report is intended solely for the Pension Committee, management and Board of Northern Ontario School of Medicine and the Financial Services Commission of Ontario and should not be used by parties other than the Pension Committee, management and Board of Northern Ontario School of Medicine or the Financial Services Commission of Ontario. Our opinion is not modified in respect of this matter.

As discussed in note 6, an application has been filed with the Financial Services Commission of Ontario on September 29, 2021 to wind up the Plan. Our opinion is not modified in respect of this matter.

### **Responsibilities of Management and Those Charged with Governance for the Plan Financial Statements**

Management is responsible for the preparation and fair presentation of the plan financial statements in accordance with the financial reporting provisions of Section 76 of the Regulations of the Pension Benefits Act of Ontario, and for such internal control as management determines is necessary to enable the preparation of plan financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the plan financial statements, management is responsible for assessing Pension Plan for Employees of Northern Ontario School of Medicine's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate Pension Plan for Employees of Northern Ontario School of Medicine or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing Pension Plan for Employees of Northern Ontario School of Medicine's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Plan Financial Statements**

Our objectives are to obtain reasonable assurance about whether the plan financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these plan financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the plan financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Pension Plan for Employees of Northern Ontario School of Medicine's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Pension Plan for Employees of Northern Ontario School of Medicine's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the plan financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Pension Plan for Employees of Northern Ontario School of Medicine to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the plan financial statements, including the disclosures, and whether the plan financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Thunder Bay, Canada  
DATE

Chartered Professional Accountants  
Licensed Public Accountants

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**Pension Plan Employees of  
Northern Ontario School of Medicine  
Statement of Net Assets Available for Benefits**

As at September 30, 2021 December 31, 2020

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	\$	\$
<b>ASSETS</b>		
Investments at fair value <i>[note 2]</i>	35,025,307	32,168,781
	<u>35,025,307</u>	<u>32,168,781</u>
<b>Net assets available for benefits</b>	<u>35,025,307</u>	<u>32,168,781</u>

See accompanying notes to the financial statements.

Pension Plan Wind Up *[note 6]*

On behalf of the Northern Ontario School of Medicine's Administrator:

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**Pension Plan Employees of  
Northern Ontario School of Medicine  
Statement of Changes in Net Assets Available for  
Benefits**

	Period from January 1, 2021 to September 30, 2021	Year ended December 31, 2020
	\$	\$
<b>INCREASE IN NET ASSETS</b>		
Investment Income		
Interest	6,642	10,212
Realized and unrealized investment gains	2,415,291	1,715,965
Contributions		
Sponsor	1,028,235	1,289,437
Member - required	1,028,235	1,289,547
- voluntary	117,770	153,772
Amounts transferred from other plans	-	62,054
<b>Total increase in assets</b>	<b>4,596,173</b>	<b>4,520,987</b>
<b>DECREASE IN NET ASSETS</b>		
Amounts transferred to other plans	1,739,647	1,278,484
<b>Total decrease in assets</b>	<b>1,739,647</b>	<b>1,278,484</b>
<b>Increase in net assets available for benefits for the period</b>	<b>2,856,526</b>	<b>3,242,503</b>
Net assets available for benefits, beginning of period	32,168,781	28,926,278
<b>Net assets available for benefits, end of period</b>	<b>35,025,307</b>	<b>32,168,781</b>

See accompanying notes to the financial statements

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# **Pension Plan Employees of Northern Ontario School of Medicine Notes to the Financial Statements**

September 30, 2021

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## **1. SIGNIFICANT ACCOUNTING POLICIES**

The following is a summary of significant accounting policies of the Plan:

### **[a] Basis of presentation**

The Plan financial statements have been prepared in accordance with the significant accounting policies set out below to comply with the accounting requirements prescribed by the Financial Services Commission of Ontario for financial statements under Section 76 of the Pension Benefits Act of Ontario. The basis of accounting used in these financial statements materially differs from Canadian accounting standards for pension plans because it does not portray the funding requirements of the Plan and the benefit security of the individual Plan members.

### **[b] Financial instruments**

All transactions related to financial instruments are recorded on a settlement date basis.

Financial instruments are recorded at fair value when acquired or issued. All guaranteed investment certificates and mutual funds have been designated to be in the fair value category, with gains and losses reported in the statement of changes in net assets available for benefits. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired.

### **[c] Investments**

Investments are stated at fair value, which is based on quoted market values determined at the end of the period. Investments are held in trust by the corporate trustee, Manulife Financial.

### **[d] Revenue recognition**

Investment income and contribution income are recognized on the accrual basis.

Realized gains and losses on disposals of investments are recognized at the time the investments are disposed of. Cost of investments sold is determined on an average basis.

Unrealized gains and losses on investments are calculated based on the market values of the investments at period end.

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# **Pension Plan Employees of Northern Ontario School of Medicine Notes to the Financial Statements**

September 30, 2021

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## **[e] Use of estimates**

The preparation of financial statements in accordance with the financial reporting provisions of Section 76 of the Regulations of the Pension Benefits Act of Ontario requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

# Pension Plan Employees of Northern Ontario School of Medicine Notes to the Financial Statements

September 30, 2021

## 2. INVESTMENTS

The assets of the Fund were invested in the following segregated funds:

	Units	As at September 30, 2021		As at December 31, 2020	
		Fair Value \$	Cost \$	Fair Value \$	Cost \$
<b>Guaranteed Interest Account</b>					
Manulife 5 year Compound GIA	—	552,127	476,762	526,328	457,514
<b>Assets Allocation Funds</b>					
Manulife Conservative Fund	58,265.54	1,752,558	1,303,017	1,823,183	1,394,724
Manulife Moderate Fund	138,079.81	4,769,829	3,227,042	4,823,294	3,463,282
Manulife Balanced Fund	134,721.87	5,613,180	2,749,893	5,510,914	3,014,118
Manulife Growth Fund	126,183.64	5,953,671	3,261,338	5,343,570	3,147,957
Manulife Aggressive Fund	21,607.43	1,183,501	737,798	861,011	519,933
<b>Canadian Money Market Fund</b>					
Manulife CAD Money Market Fund	143,787.21	1,911,861	1,776,722	1,306,759	1,172,229
<b>Fixed Income</b>					
Manulife MAM Canadian Bond Index Fund	68,289.24	1,576,663	1,027,500	1,719,297	1,097,218
PH&N Bond Fund	6,945.83	148,946	149,941	214,830	205,158
<b>Canadian Large Cap Equity Funds</b>					
Mawer Canadian Equity	160,816.13	5,326,338	1,789,043	4,698,984	1,946,064
MAM CdN Equity Index	2,152.16	101,589	85,858	143,817	129,644
CC&L Group CAD Q Growth	3,785.36	94,926	76,400	9,250	(1,986)
<b>U.S. Large Cap Equity</b>					
MAM U.S. Equity Index	21,434.35	806,009	628,610	614,205	537,021
BlackRock U.S. Equity Index	13,883.56	653,905	460,870	417,783	311,090
<b>International Equity</b>					
MFS MB Intl Equity	3,198.20	107,246	71,730	174,103	151,260
BlackRock Intl Equity Index	3,813.41	103,674	89,169	93,638	86,007
<b>Global Equity</b>					
BlackRock ACWI ex-Cdn Index	12,219.45	256,017	187,315	233,280	187,623
HexavestGlobal Equity	76,710.73	2,199,822	683,917	2,126,063	786,171
<b>Target Date Funds</b>					
BlackRock LifePath Index 2025	10,419.50	220,775	200,564	146,654	132,983
BlackRock LifePath Index 2030	1,649.64	35,722	40,978	40,073	48,383
BlackRock LifePath Index 2035	40,534.50	924,029	719,467	803,758	660,091
BlackRock LifePath Index 2040	11,371.82	272,358	219,832	204,760	171,808
BlackRock LifePath Index 2045	5,399.74	162,240	133,602	119,870	104,710
BlackRock LifePath Index 2050	7,958.77	190,693	152,769	140,852	118,680
BlackRock LifePath Index 2055	6,114.50	100,849	82,431	66,432	56,294
BlackRock LifePath Index 2060	521.80	8,779	5,774	6,073	5,774
		<b>35,025,307</b>	<b>20,338,342</b>	<b>32,168,781</b>	<b>19,903,750</b>



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# **Pension Plan Employees of Northern Ontario School of Medicine Notes to the Financial Statements**

September 30, 2021

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## **3. STATUTORY INFORMATION**

The following description of the Plan is a summary only as at September 30, 2021:

The Pension Plan for Employees of Northern Ontario School of Medicine (the "Plan") is a registered pension plan in the Province of Ontario under registration number 1128768. The Plan is a defined contribution plan and is not subject to income tax since it is a Registered Pension Trust as defined by the Income Tax Act (Canada).

Actual benefits including conditions and limitations thereto are governed by the provisions of the Plan and reference should be made to the Plan documents for more detailed information. Generally, the Plan provides pension payments on death and/or retirement to eligible members and their spouses based on accrued gains during their actual number of years of service.

Monthly contributions are to be made by the employer in an amount equal to that required to be contributed by the employees. The employees have the option to contribute a voluntary amount each month.

All funds off the Plan are managed by Manulife Life Insurance Company.

The Northern Ontario School of Medicine covered all administrative and professional fees of the Plan and provided administrative services to the Plan at no cost for the year ended December 31, 2020 and for the period from January 1, 2021 to September 30, 2021.

## **4. FINANCIAL INSTRUMENTS**

The Plan is exposed to financial risks as a result of its investment activities. These risks include credit risk, market risk (comprised of foreign currency risk, interest rate risk and other price risk) and liquidity risk. The individual members primarily bear the financial instrument risks associated with the investments of the Plan and manage this risk by managing the asset allocation of their account balances. The Plan uses an external service provider for investment management purposes. The Plan's Statement of Investment Policies and Procedures ("SIPP") establishes that a mandate is maintained for all investment options and investment performance is periodically monitored against these mandates. This mandate and monitoring process also indirectly assists the members with the management of their financial risks, which are outlined below.

### **Credit risk**

Credit risk is the risk of financial loss associated with the inability of a third party to meet its contractual obligations and arises primarily from the Plan's investments. The sponsor of the Plan limits the exposure to credit risk through the SIPP by its selection of investment options appropriate for the members of the Plan.

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# **Pension Plan Employees of Northern Ontario School of Medicine Notes to the Financial Statements**

September 30, 2021

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## **Market risk**

Market risk is the risk that the fair value or future cash flows of an investment will fluctuate because of changes in market prices. Market risk is comprised of the following:

### Foreign currency risk

Foreign currency risk arises from investments that are denominated in foreign currencies. Fluctuations in the relative value of foreign currencies against the Canadian dollar can result in a positive or negative effect on the fair values of investments. The Plan is exposed to foreign currency risk with respect to the underlying securities denominated in foreign currencies within some of the Plan's mutual fund investment options.

### Interest rate risk

Interest rate risk refers to the effect on the fair value or future cash flows of the Plan's assets due to fluctuations in interest rates. The Plan is exposed to interest rate risk with respect to its investments in guaranteed investment accounts and the underlying interest-bearing securities contained within its mutual fund investment options.

### Other price risk

Other price risk is the risk that the value of the investments will fluctuate as a result of changes in market prices, other than those arising from interest rate risk or currency risk, whether caused by factors specific to an individual investment, its issuer or all factors affecting all instruments traded in a market or market segment. The underlying equity investments of the Plan's mutual fund investments are subject to this risk.

## **Liquidity risk**

Liquidity risk is the risk that the Plan encounters difficulty in meeting its obligations associated with financial liabilities. Liquidity risk includes the risk that, as a result of operational liquidity requirements, the Plan will not have sufficient funds to settle a transaction on the due date or may be unable to settle to recover a financial asset. The Plan's approach to managing liquidity is to evaluate current and expected requirements to ensure that sufficient cash is available as required and to ensure through the SIPP that the Plan's assets are in mutual funds holding liquid securities traded in the public market.

## **Fair value**

The Plan is required to disclose, for each class of financial instruments, the methods and, when a valuation technique is used, the assumptions applied in determining fair values. The different levels of the fair value hierarchy are defined as follows:

Level 1: Fair values are based on quoted prices in active markets for identical assets or liabilities.

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# **Pension Plan Employees of Northern Ontario School of Medicine Notes to the Financial Statements**

September 30, 2021

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Level 2: Fair value is based on observable inputs other than Level 1 prices, such as quoted market prices for similar (but not identical) assets or liabilities in active markets, quoted market prices for identical assets or liabilities in markets that are not active, and other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities.

Level 3: Fair value is based on unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

As at September 30, 2021 and December 31, 2020, all investments of the Plan are classified as Level 2 investments.

## **5. CAPITAL MANAGEMENT**

Investments are defined as the capital of the Plan. To address the diverse investment needs and preferences of its members, the sponsor of the Plan offers a range of investment options that cover the major asset classes and the risk/return spectrum appropriate for pension funds. The investment options available to and selected by the members has been disclosed in Note 2. The sponsor of the Plan manages and selects these investment options in accordance with the Plan's SIPG which was last revised as of April, 2016. There were no significant changes to the SIP as a result of the latest revision.

For purposes of managing and selecting these investment options, the investment manager provides the sponsor of the Plan with information on the main market indices used by them in establishing the benchmark for returns for each asset class and/or type of fund. The SIPG establishes that the rate of return objectives are set out in the investment policy statements for each of the investment options. These policy statements are established by the investment manager.

While a member of the Plan, members must continue to manage the investment of their account balance by monitoring the asset allocation among the offered investments and diversifying the investments in their account. The members have different tolerances for risk, different time horizons and different expectations for long-term returns. Some members will view capital preservation as the most important objective, while others will strive to maximize investment returns. Therefore, each member will determine their own investment mix by selecting from a range of investment options with different risk/return profiles best suited to their personal situation. The rate of return for each member's account balance and the investment return expectations will vary based on the investment allocation made with respect to that member. Under this pension financing arrangement, the members of the Plan must manage their respective account balances in order to meet their individual retirement objectives.

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**Pension Plan Employees of  
Northern Ontario School of Medicine  
Notes to the Financial Statements**

September 30, 2021

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**6. PENSION PLAN WIND UP**

In connection with the Plan, an application has been filed with the Financial Services Commission of Ontario on September 28, 2021 to wind up the Plan. The effective date of the wind up is September 30, 2021 and these financial statements are for the period that ends on the wind up date.

All assets of the plan must be distributed to members in accordance with the applicable pension benefits standards legislation. This includes all applicable transfer and annuity purchase rights and lock-in rules that will be applied to benefits as required.

The Northern Ontario School of Medicine has joined the Healthcare of Ontario Pension Plan (HOOPP) effective October 1, 2021 and members of the Plan may choose, if eligible, to transfer their individual funds to the HOOPP plan.



**Meeting:**

Board of Directors

**Date:**

**December 2, 2021**

**Decision Requested:**

Group Benefits Insurer Marketing Proposed Timeline

**[Moved/Seconded]**

**Resolved that:**

The Board of Directors approves that NOSM undertake a Request for Proposals for a new Benefits carrier of NOSM's group health insurance plan with the implementation of a new plan by October 1, 2022 and that furthermore;

NOSM Administration be authorized to extend its current contract with Canada Life to September 30, 2022.

**Context and Background:**

**Attachments:**

Briefing Note and Proposed Project Plan

**Submitted by:** Ray Hunt, Chief Operating Officer



To: Finance, Audit & Risk  
Management Committee

Date: November 8, 2021

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Submitted By: Ray Hunt, Chief Operating Officer

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Responsible Administration  
Portfolio:

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Subject: Group Benefits Insurer Marketing Proposed Timeline

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For: Discussion and/or Direction   
Decision (formal approval/motion)   
Information Only

### PURPOSE

The purpose of this Briefing Note is to discuss the proposed timeline to undertake an RFP for a new Benefits carrier of NOSM’s group health insurance plan. The benefit rates with the current insurance provider (Canada Life) are in effect until October 1, 2022.

### RECOMMENDATION

Recommended that FARM agree in principle to move forward with the proposed group insurance marketing project plan with the implementation by October 1, 2022.

### BACKGROUND/EXECUTIVE SUMMARY

NOSM is committed to managing the rising benefits costs and risks. The objective of marketing the group insurance are to ensure the overall competitiveness of rates, retention charges and underwriting arrangements. Key evaluation criteria will include the ability to duplicate the plan design, prompt payment of claims; service standards, technology capabilities, disability management procedures and other criteria that will be determined in the planning phase.

NOSM will commence a group insurance marketing plan (Request for Proposals) to procure a benefit provider through a competitive process in compliance with the Broader Public Sector Directive (BPS). The planning, marketing research and analysis of proposals is a complex process that requires a minimum of 6 to 8 months to complete. The attached NOSM Proposed Insurer Marketing Plan details the tasks and estimated duration of the tasks to implement a group benefit plan with an insurance provider. NOSM will engage Mercer to work with NOSM on the marketing plan and provide financial analysis of the proposals.

NOSM’s current contract with Canada Life expires on April 30, 2022 but our current rates are guaranteed (by Canada Life) until September 31, 2022. In order to avoid mid-year rate adjustments (affecting payroll and Union

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relations), we are proposing to extend the current contract with Canada Life until October 1, 2022 and have the marketing implementation align with that date. This would also allow us much more time to complete the marketing and ensure that any carrier transfer is successfully implemented with no disruptions in NOSM. We would ask for 2 to 3 year rate guarantees, so future renewals would remain as October 1st, and future financial periods would be October 1st to September 30th.

## **RISK ASSESSMENT**

The extension of the current contract to October 1, 2022 will avoid mid-year rate adjustments and minimize disruption with the Unions and with payroll processing.

There is a risk that the insurance provider will provide lower competitive rates in the initial proposal that may be increased in future renewal periods, resulting in higher costs.

## **FINANCIAL IMPACT**

There is no direct financial impact on NOSM's budget for fiscal year ending April 30, 2022, as these amounts were already budgeted. The evaluation of the proposals (RFP) received will include the financial analysis of the insurer's quotes for the group insurance plan. The financial assessment will be based on proposed rates, expenses, and rate and expense guarantees. Because Health and Dental benefits are fund accounted, when assessing the competitiveness of the costs for these benefits, more weighting may be applied to the expenses that the insurers charge to administer and insure the plan.

For Life and Long-Term Disability (LTD) benefits, evaluation will be based on premium rates and rate guarantees.

Activity	Number of weeks to complete	Proposed Timing		Tasks Completed By
		From	To	
<b>1. Planning and preparation</b>				
• Review NOSM internal requirements for marketing	4	1-Nov-21	26-Nov-21	NOSM
• RFP Planning meeting: Discuss RFP protocol, confirm objectives, selection criteria, who will form the selection committee, review project plan		15-Nov-21	19-Nov-21	Mercer/NOSM
• Notify Canada Life of intent to market plan			26-Nov-21	Mercer or NOSM
• Obtain any missing or additional information from NOSM and Canada Life to develop plan specifications	12	29-Nov-21	18-Feb-22	Mercer/NOSM/Canada Life
<b>Total - Planning and preparation</b>	<b>16</b>			
<b>2. Specifications and market search</b>				
• Prepare detailed first draft of comprehensive group insurance specifications	7	29-Nov-21	14-Jan-22	Mercer
• Send draft specifications to NOSM			14-Jan-22	Mercer
• NOSM to review and provide feedback to Mercer	3	17-Jan-22	4-Feb-22	NOSM
• Prepare employee data in secure format			4-Feb-22	NOSM
• Make final changes to specifications incorporating NOSM's input, contract language, and financial/rate history, high level review of census data	2	7-Feb-22	18-Feb-22	Mercer
• Provide to NOSM			18-Feb-22	Mercer
• NOSM adds to their RFP template	2	21-Feb-22	4-Mar-22	NOSM
• Post RFP on MERX			4-Mar-22	NOSM
• Deadline for confirmation of intent to bid (if required), NDA (if required), and receipt of signed confidentiality agreement (we recommend that this be required in order to obtain employee census data)	1		11-Mar-22	Insurers
• Insurer deadline for submission of questions	1		18-Mar-22	Insurers
• Deadline for response to questions/issuing addenda	2		1-Apr-22	Mercer/NOSM
• Deadline for RFP submission	2		15-Apr-22	Insurers
<b>Total - Specifications and market search</b>	<b>20</b>			
<b>3. Analysis of proposals and report</b>				
• Technical evaluation	3	18-Apr-22	6-May-22	Mercer/NOSM
• Financial evaluation	3	18-Apr-22	6-May-22	Mercer
• Meet with NOSM for technical evaluation consensus, to share results of financial evaluation and to develop format of finalist presentations	1	9-May-22	13-May-22	Mercer/NOSM
• Short listed vendors notified and provided with meeting format/questions (need to give insurers at least one week notice of selection as finalist)	1	16-May-22	20-May-22	Mercer/NOSM
• Finalist interviews (date would be included in RFP so insurers can plan ahead to ensure team availability)	1	23-May-22	27-May-22	Mercer/NOSM/Insurer
• Selection and contract award, including obtaining approvals from JBC/FARM if applicable	4	30-May-22	24-Jun-22	NOSM
• Negotiate final contract terms	2	27-Jun-22	8-Jul-22	NOSM/Mercer
<b>Total - Analysis of proposals and report</b>	<b>12</b>			
<b>4. Implementation and communication (if insurer change)</b>				
• Begin implementation and develop communication strategy, draft correspondence, communiqués, arrange for information sessions, etc.	12	11-Jul-22	1-Oct-22	Mercer/NOSM/Insurer
• Implementation complete			1-Oct-22	Mercer/NOSM/Insurer
<b>Total - Implementation and communication</b>	<b>12</b>			
<b>5. Post Implementation activities (if required)</b>				
• Meetings to review declined claims	12	3-Oct-22	23-Dec-22	Mercer/NOSM/Insurer
• Contract and booklet drafting and review	16	3-Oct-22	20-Jan-23	Mercer/NOSM/Insurer
<b>Total - Post Implementation activities</b>	<b>16</b>			





## Governance Committee Report

<b>Report Dated:</b>	December 2, 2021
<b>Chair:</b>	Joy Warkentin
<b>Date of Last Meeting:</b>	November 5, 2021
<b>Date of Next Meeting:</b>	February 11, 2022

### OPEN MEETING

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The report summarizes discussions, decisions and information shared by the Governance Committee. This report includes items for the December 2, 2021, Board Meeting.

The Governance Committee reviewed and approved the previous meeting of September 8, 2021. All approved minutes are located in the Board Portal under [Meeting and Minutes](#).

The Committee received for information and discussed the October 19, 2021, Memorandum Re: Question Raised by the Member at the Annual and General Meetings of the Members on September 22, 2021 (also circulated to the Board).

The Committee was provided an update on the Consultation Visits as well as the transition plan as it relates to Governance.

#### **Dean, President and CEO Review**

Pursuant to a statement at the September meeting, the Governance Committee has undertaken the process for review and updating the policies relating to the Search, Annual Review and Appointment of the Dean, President and CEO. This process has begun with a review of recommended changes at the November 5<sup>th</sup> meeting, the Committee plans to present the findings at a future meeting of the Board.

In the interim, it is the recommendation of the Committee that the 2021-2022 Dean, President and CEO's performance goals be confirmed in the closed session and presented in the open session at the December 2, 2021 Board meeting. [Goals confirmed at the closed meeting will be presented]

#### **Policies for Approval**

Administration submitted the Occupational Health and Safety Policy for approval by the Board. The Governance Committee has reviewed the amendments and submits the policy for approval at the Board meeting. **[motion]**

The Governance Committee also received a verbal update on the plans for NOSM policy review project for 2022.

**Meeting:** Board of Directors

**Date:** December 2, 2021

**Decision Requested:**

Approval of the Dean, President and CEO's Performance Goals.

**[Moved/Seconded]**

Moved that the Board of Directors herein approves the Dean, President and CEO's Performance Goals September 2021 – September 2022 as presented.

**Context and Background:**

Pursuant to a statement at the September meeting, the Governance Committee has undertaken the process for review and updating the policies relating to the Search, Annual Review and Appointment of the Dean, President and CEO. This process has begun with a review of recommended changes at the November 5<sup>th</sup> meeting, the Committee plans to present the findings at a future meeting of the Board.

In the interim, it is the recommendation of the Committee that the 2021-2022 Dean, President and CEO's performance goals be confirmed in a closed session and presented in the open session at the December 2, 2021 Board meeting.

**Attachments:**

Presented on PPT at the meeting live.

**Submitted by:** Joy Warkentin, Chair Governance Committee



Northern Ontario  
School of Medicine  
École de médecine  
du Nord de l'Ontario  
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# NORTHERN ONTARIO SCHOOL OF MEDICINE

## Briefing Note

To: Governance Committee | Date: November 5, 2021

Submitted By: Human Resources

Responsible Administration and Operational Support  
Portfolio:

Subject: Occupational Health and Safety Policy

- For:
- Discussion and/or Direction
  - Decision (formal approval/motion)
  - Information Only

### PURPOSE

The purpose of this Briefing Note is for the annual review and approval of the Occupational Health and Safety Policy as required by the Occupational Health and Safety Act.

### RECOMMENDATION

MOVED THAT the Governance Committee recommends the Occupational Health and Safety Policy be presented to the Board of Directors for its annual review and approval.

### BACKGROUND

Under the Occupational Health and Safety Act, an employer must prepare and review at least annually a written occupational health and safety policy and must develop and maintain a program to implement that policy [clause 25(2)(j)].

### KEY POINTS

Annual review and update for approval. Further changes/edits to take place once NOSM University is proclaimed in force.

### NEXT STEPS

Once approved, this policy will be signed by Dr. Verma and must be returned to Tina Carswell, Human Resources Consultant.

### SUPPORTING MATERIALS

Current policy in effect with tracked changes and a clean copy.



## Occupational Health and Safety Policy

Occupational Health and Safety Policy					Class: A
Approved By:	Board of Directors				
Approval Date:		Effective Date:	2009 04 08	Review Date:	2021 10 25
Responsible Portfolio/Unit/Committee:	Facilities Services Unit and Human Resources Unit				
Responsible Officer(s):	<del>Dean, President and Chief Executive Officer</del> , Chief Operating Officer, Director, Information Technology and Facilities and Director, Human Resources				

### 1.0 Policy Statement/Rationale

The purpose of this policy is to demonstrate the organization's commitment to workplace health and safety, and to comply with the requirements of the Occupational Health & Safety Act (OHSA). Part 3, Section 25 of the Act requires the employer (NOSM) to "prepare and review at least annually a written occupational health and safety policy and develop and maintain a program to implement that policy." The Act also requires the employer to "post at a conspicuous location in the workplace a copy of the occupational health and safety policy."

The Northern Ontario School of Medicine (NOSM) is committed to providing and maintaining a safe and healthy working and learning environment and has an ongoing objective of protecting its employees from injury or occupational disease while working, studying, or visiting within its facilities at all campus locations and affiliated teaching sites.

NOSM, as the Employer, will make every effort to comply with and enforce the requirements of the Occupational Health and Safety Act and its Regulations, and all other statutes, policies, protocol, procedures and instructions as may be issued by NOSM, Lakehead University and/or Laurentian University.

NOSM and its employees share joint responsibility to comply with legislation, and to take reasonable precautions and actions to prevent accidents, occupational illnesses, and injuries in the workplace.

It is a requirement of every individual on NOSM premises to practice health and safety in every function and activity. Contravention of the NOSM Occupational Health and Safety Policy, or the Occupational Health and Safety Act, and Regulations, or other relevant legislation may result in disciplinary action.

A written workplace health and safety program is an integral part of this policy and shall be implemented, reviewed and evaluated annually.

## **2.0 Applicability**

This policy applies to all employees of NOSM.

## **3.0 Responsibilities**

- 3.1 NOSM as the Employer is ultimately responsible, through its Board of Directors, for employee health and safety, and is committed to the provision of funds sufficient to carry out these responsibilities. NOSM has specific duties as Employer under the OHSA including references to certain provisions of regulations (codes) under other Acts.
- 3.2 The Dean, President and CEO, Vice Dean Academic, Chief Operating Officer, Associate Deans, Division Heads, Directors, Managers and Supervisors are responsible for the health and safety of employees (workers) under their supervision, and shall take every precaution reasonable for the protection of their health and safety. Precautions include advising workers of potential or actual danger; providing workers with written safety training, instructions and procedures; ensuring that any prescribed personal protective equipment is used or worn by the workers.
- 3.3 Employees (workers) have duties under the OHSA, and responsibilities under this policy to protect his or her own health and safety by working in compliance with the law and with safe work practices and procedures established by NOSM, its host universities, and affiliated institutions. Employees shall immediately report hazards, accidents and near-misses to supervisory staff.
- 3.4 Third party service providers, contractors and sub-contractors working within NOSM premises shall comply with legislation requirements, and NOSM health and safety program requirements.
- 3.5 The Joint Health and Safety Committees (NOSM at Laurentian University and NOSM at Lakehead University) have specific functions, duties, rights and authority under the Act to identify, assess and recommend action to control health and safety hazards.

## **4.0 Authority**

This policy delegates to the Director of Information Technology and Facilities and to the Director of Human Resources the authority to jointly administer the Occupational Health and Safety Program in accordance with this policy and related legislation.

- 4.1 Specific steps/guidelines if outlined as part of the policy.

## 5.0 Definitions

**Employer:** The Northern Ontario School of Medicine (NOSM).

**Employee:** A person engaged under contract with, and paid by NOSM, including Full-time/part-time Faculty and Staff; Consultants, Teaching Assistants, Stipendiary Clinicians, and other individuals receiving remuneration for services provided to NOSM.

**Supervisor:** A person who has charge of a workplace or authority over a worker.

**Worker:** As defined by the OH&S Act is “a person who performs work or supplies services for monetary compensation”.

**Workplace:** As defined by the OH&S Act means “any land, premises, location or thing at, upon, in or near which a worker works.”

### Related Documents

- Laurentian University: Policy on Occupational Health and Safety
- Lakehead University: Health and Safety Policy
- Occupational Health and Safety Act (R.S.O. 1990, c. o.1)
- NOSM Occupational Health and Safety Program

## 6.0 Getting Help

Queries regarding interpretations of this document should be directed to:

Director of Information Technology and Facilities  
Northern Ontario School of Medicine  
(705) 662-7130

and/or

Director of Human Resources  
Northern Ontario School of Medicine  
(705) 662-7270

\_\_\_\_\_  
Date

\_\_\_\_\_  
Dean, President and CEO  
Dr. Sarita Verma

### DO NOT REMOVE THIS VERSION RECORD FROM THIS DOCUMENT

Version	Date	Authors/Comments
1.0	2009 04 09	Original Version
	2010 12 03	Revised – Annual Approval
	2012 03 07	Revised – Annual Approval

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	2014 03 19	Revised – Annual Approval
	2015 03 18	Revised – Annual Approval
	2015 11 27	Revised – Addition of Director of Finance, formatting, Section 1.2 add Deputy Dean
	2016 11 25	Revisions – Approved at Board Meeting
	2017 03 22	Updated Revisions – Additional Changes
	2018 11 22	Revised – new policy format; remove Deputy Dean, add Vice Dean Academic, edit CAO to COO
	2021 10 25	Revised – Annual Approval



Northern Ontario  
School of Medicine  
École de médecine  
du Nord de l'Ontario  
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# Occupational Health and Safety Policy

Occupational Health and Safety Policy				Class: A, <del>B</del> or C	
<b>Approved By:</b>	Board of Directors				
<b>Approval Date:</b>		<b>Effective Date:</b>	2009 04 08	<b>Review Date:</b>	<del>2018-11</del> <u>2021 10 25</u>
<b>Responsible Portfolio/Unit/ Committee:</b>	Facilities Services Unit and Human Resources Unit				
<b>Responsible Officer(s):</b>	Chief <del>Operating Officer</del> , Director, <u>Finance Information Technology and Facilities</u> <del>and Director</del> , Human Resources				

## 1.0 Policy Statement/Rationale

The purpose of this policy is to demonstrate the organization's commitment to workplace health and safety, and to comply with the requirements of the Occupational Health & Safety Act (OHSA). Part 3, Section 25 of the Act requires the employer (NOSM) to "prepare and review at least annually a written occupational health and safety policy and develop and maintain a program to implement that policy." The Act also requires the employer to "post at a conspicuous location in the workplace a copy of the occupational health and safety policy."

The Northern Ontario School of Medicine (NOSM) is committed to providing and maintaining a safe and healthy working and learning environment and has an ongoing objective of protecting its employees from injury or occupational disease while working, studying, or visiting within its facilities at all campus locations and affiliated teaching sites.

NOSM, as the Employer, will make every effort to comply with and enforce the requirements of the Occupational Health and Safety Act and its Regulations, and all other statutes, policies, protocol, procedures and instructions as may be issued by NOSM, Lakehead University and/or Laurentian University, and its host universities.

NOSM and its employees share joint responsibility to comply with legislation, and to take reasonable precautions and actions to prevent accidents, occupational illnesses, and injuries in the workplace.

It is a requirement of every individual on NOSM premises to practice health and safety in every function and activity. Contravention of the NOSM Occupational Health and Safety Policy, or the Occupational Health and Safety Act, and Regulations, or other relevant legislation may result in disciplinary action.



A written workplace health and safety program is an integral part of this policy and shall be implemented, reviewed and evaluated annually.

## 2.0 Applicability

This policy applies to all employees of NOSM.

## 3.0 Responsibilities

- 3.1 NOSM as [the](#) Employer is ultimately responsible, through its Board of Directors, for employee health and safety, and is committed to the provision of funds sufficient to carry out these responsibilities. NOSM has specific duties as Employer under the OHSA including references to certain provisions of regulations (codes) under other Acts.
- 3.2 The Dean, [President and](#)– CEO, Vice Dean Academic, Chief Operating Officer, Associate Deans, Division Heads, Directors, Managers and Supervisors are responsible for the health and safety of employees (workers) under their supervision, and shall take every precaution reasonable for the protection of their health and safety. Precautions include advising workers of potential or actual danger; providing workers with written safety training, instructions and procedures; ensuring that any prescribed personal protective equipment is used or worn by the workers.
- 3.3 Employees (workers) have duties under the OHSA, and responsibilities under this policy to protect his or her own health and safety by working in compliance with the law and with safe work practices and procedures established by NOSM, its host universities, and affiliated institutions. Employees shall immediately report hazards, accidents and near-misses to supervisory staff.
- 3.4 Third party service providers, contractors and sub-contractors working within NOSM premises shall comply with legislation requirements, and NOSM health and safety program requirements.
- 3.5 The Joint Health and Safety Committees (NOSM at Laurentian University and NOSM at Lakehead University) have specific functions, duties, rights and authority under the Act to identify, assess and recommend action to control health and safety hazards.

## 4.0 Authority

This policy delegates to the Director of [Finance-Information Technology and Facilities](#) and to the Director of Human Resources the authority to jointly administer the Occupational Health and Safety Program in accordance with this policy and related legislation.

- 4.1 Specific steps/guidelines if outlined as part of the policy.

## 5.0 Definitions

**Employer:** The Northern Ontario School of Medicine (NOSM) ~~as represented by the Chair of the Board of Directors.~~

**Employee:** A person engaged under contract with, and paid by NOSM, including Full-time/part-time Faculty and Staff; Consultants, Teaching Assistants, Stipendiary Clinicians, and other individuals receiving remuneration for services provided to NOSM.

**Supervisor:** A person who has charge of a workplace or authority over a worker.

**Worker:** As defined by the OH&S Act is “a person who performs work or supplies services for monetary compensation”.

**Workplace:** As defined by the OH&S Act means “any land, premises, location or thing at, upon, in or near which a worker works.”

### Related Documents

- Laurentian University: Policy on Occupational Health and Safety
- Lakehead University: Health and Safety Policy
- Occupational Health and Safety Act (R.S.O. 1990, c. o.1)
- NOSM Occupational Health and Safety Program

## 6.0 Getting Help

Queries regarding interpretations of this document should be directed to:

Director of ~~Finance~~ Information Technology and Facilities  
Northern Ontario School of Medicine  
~~(807705) 7662-7307~~ 7130

and/or

Director of Human Resources  
Northern Ontario School of Medicine  
(705) 662-7270

Date Dean, President and CEO  
Dr. Sarita Verma

### DO NOT REMOVE THIS VERSION RECORD FROM THIS DOCUMENT

Version	Date	Authors/Comments
1.0	2009 04 09	Original Version
	2010 12 03	Revised – Annual Approval

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	2012 03 07	Revised – Annual Approval
	2014 03 19	Revised – Annual Approval
	2015 03 18	Revised – Annual Approval
	2015 11 27	Revised – Addition of Director of Finance, formatting, Section 1.2 add Deputy Dean
	2016 11 25	Revisions – Approved at Board Meeting
	2017 03 22	Updated Revisions – Additional Changes
	2018 11 22	Revised – new policy format; remove Deputy Dean, add Vice Dean Academic, edit CAO to COO
	<u>2021 10 25</u>	<u>Revised – Annual Approval</u>

## Orientation Week Engagement

At Orientation Week, Indigenous Affairs (IA) invited Joseph Pitiwanakwat, Founder & Director of Creators Garden to Orientation. He is a dynamic speaker who led two sessions September 8<sup>th</sup> and 9<sup>th</sup>. The presentation was titled, *Understanding Awaadiziwin (knowledge/culture) and its role in achieving Bimaadiziwin (life)*.

Joseph is Ojibway from Wiikwemkoong, the Founder & Director of the Creators Garden an online, education-based company focussed on plant identification, beyond-sustainable harvesting, and teaching every one of their linguistic, historical, cultural, edible, ecological and medicinal significance through experiences.

In addition, IA participated in several sessions across the school, including the Master of Medical Studies (MMS), NOSM Staff, the Oath Ceremony, the Northern Ontario Dietetic Internship Program (NOPID) Orientations.

## National Day for Truth & Reconciliation

September 30 was recently proclaimed as the National Day for Truth and Reconciliation. Because the past several months have been extremely difficult for residential school survivors, the National Day for Truth & Reconciliation (NDTR) Committee (formally the Orange Shirt Day committee) chose to invite two speakers who are not survivors who spoke about gravesites at residential schools. The online and in-person event was held Wednesday, September 29<sup>th</sup>. Over 300 participants attended in person, by WebEx, YouTube, and Facebook live.

A recording is available for viewing at [https://www.youtube.com/watch?v=\\_zkOks3Sdis](https://www.youtube.com/watch?v=_zkOks3Sdis)

In addition to the NDTR Committee raised funds for an Indigenous Student Bursary. T-shirts and snoods were sold online at the NOSM Store. The Committee approached, [Isaac Murdoch](#), an Anishinaabe artist and activist, to use his print design on t-shirts which state: "Bring the Children Home. It's Time". Sales were incredible with 500+ t-shirts and 100 snoods sold.

Finally, NOSM learners were invited to attend the Fort William First Nation Pow-Wow with the Learner Recruitment & Support Coordinator and the Director on September 30<sup>th</sup>, it was a beautiful day full of sunshine and many participants.

## Cultural Spaces

The Indigenous Cultural Rooms in Thunder Bay and Sudbury were visited by staff and local Elders who smudged and prepared traditional medicines for student, staff and faculty use in the rooms. The space was refreshed and replenished with refreshments and snacks for learners.

## Learners Services & Supports

Learner Beading Circles began in September and are coordinated by IA but lead by second year learner, Jamie Thompson. This is open to Indigenous students only and is an opportunity and space for casual, ongoing conversation among learners. To date 5 sessions have taken place. The group has beaded miniature orange shirts and poppies.

Indigenous Knowledge Sharing Circles continue to be hosted for all NOSM staff, learners, and faculty, to date 3 sessions have taken place with Geesohns Manitowabi, MNO Captain of the

Hunt Phil McGuire and Will Morin. The challenge for IKS is finding an appropriate opening in the NOSM calendar to accommodate most folks.

Established 2021 Tutoring Program for Learners seeking additional support and assistance.

### **Outreach & Engagement**

NOSM and Science North signed an MOU in March and established a [collaboration](#) to engage Indigenous youth and deliver health sciences related programming to Indigenous youth. Virtual Science Day sessions were hosted with 15 presentations in 10 communities and 5 schools. STEM kits were distributed to over 1700 students in over 21 communities. Communities included but were not limited to Whitefish River First Nation, Fort Albany First Nation, Constance Lake First Nation, Pic River First Nation and Taykwa Togamou First Nation. Please see second year learner, Claire Hyatt demonstrating the [STEM Kits](#).

IA hosted a Pathways to Careers in Health for high school aged students on October 20<sup>th</sup>. Approximately 35 students participated from across Northern Ontario to join NOSM Indigenous students as they shared stories and successes during their post post-secondary education.

IA invited the Metis Nation of Ontario to present to various NOSM Units on the MNO as well as their Postsecondary Education Program. Units invited include Admissions, Learner Affairs, and Financial Aid.

Content for the NOSM Future MD's Instagram was developed with NOSM social media influencers. Content varied from youth interests to those thinking of applying to medical school. To see posts please go to [https://www.instagram.com/nosm\\_futuremds/?hl=en](https://www.instagram.com/nosm_futuremds/?hl=en)

### **CBM 106**

CBM 106 NOSM Partnership Agreements have been reviewed. In the future, NOSM will require additional communities, 10 communities have been identified for future discussion and development.

The Community Coordinator is working with and supporting the work of Theme 1 Chair and Co-Chairs for Indigenous Peoples Health & Wellness Collaborative Specialization (IPHWCS) development. Communities have been identified to work with in future. There are currently, 8 learners are enrolled in the Specialization.

The [Community Asset Mapping Project](#) continues with contacting each community partner and compiling information about their community and they assets and resources they have and share. At this time NOSM has a comprehensive list of [Community Profiles Assets](#) but they do not include First Nation or Metis communities. This project will fill the gap.

### **Self-Identification**

The Director is working with newly formed Office of the Registrar and others on a NOSM Indigenous Self-Identification process. The first stage will include an inventory of where and how this is currently accomplished and determine steps to developing the process with NOSM internal and external Indigenous stakeholders.

Respectfully, Yolanda Wanakamik, Director, Indigenous Affairs

## **Séances d'orientation**

Dans le cadre de la semaine d'orientation, le Bureau des affaires francophones (BAF) a invité la Dre Meghan Cusack et Patrick Timony, doctorant, associé de recherche, CReSRN à présenter des renseignements sur la santé des francophones. Ils sont invités annuellement à présenter aux étudiant.e.s de première année ainsi qu'à d'autres événements, tant que leur présentation est maintenant connu au nom de « The Meghan and Patrick Show » parce que c'est vraiment un spectacle! Ils sont dynamiques et ont gracieusement accepté de mener deux séances les 8 et 9 septembre pour les groupes de nouveaux étudiants et étudiantes à Thunder Bay et à Sudbury. Ils offrent de précieux renseignements et des exemples sur le terrain ayant trait aux défis qu'envisagent les francophones pour accéder aux soins de santé en français de qualité et équitables ainsi que l'importance de l'offre active, de quoi il s'agit et comment l'offrir dans le contexte des soins axés sur le patient.

De plus, le BAF a invité des étudiant.e.s de médecins des années supérieures à la fois francophones et francophiles ainsi qu'une résidente francophile pour parler de leur parcours pour se rendre à l'EMNO. Cette dernière a parlé de son expérience à faire l'offre active et comment cela a eu un impact sur elle et son patient.

Le BAF a aussi participé aux autres séances liées à l'orientation soit la soirée d'assermentation du premier cycle, l'orientation du programme de diététique et de la maîtrise en études médicales.

## **Soutiens aux étudiant.e.s. et autres**

Après un délai de 8 mois, le BAF a finalement réussi à embaucher une adjointe administrative, Sierra Howald. Bienvenue chez nous Sierra!

Un sondage pour améliorer la qualité des séances francophones a été circulé auprès des étudiant.e.s du premier cycle et des résident.e.s.

La demande du BAF auprès du ministère des Affaires francophones de l'Ontario pour le cycle 2021-2022 a été refusée. On prévoit reprendre notre demande au prochain cycle.

Les séances francophones/bilingues d'apprentissage vont de bon train : 3 séances de terminologie médicale ainsi qu'une séance d'aptitudes cliniques ont eu lieu à date cette année universitaire. Les D<sup>res</sup> Meghan Cusack, chef clinique francophone et Jenny Thomas, résidente de 2<sup>e</sup> année en sont les animatrices pour les étudiant.e.s francophones et francophiles, respectivement. On remarque que beaucoup d'étudiants francophiles sont de la partie cette année... c'est très encourageant.

Les classes de français langue seconde ont débuté en octobre, 52 étudiant.e.s se sont inscrit.e.s dont 27 à Thunder Bay et 25 à Sudbury. C'est notre plus grand groupe à date!

## **Rayonnement et engagement communautaire**

Le 13 octobre dernier, le BAF a tenu un événement intitulé « Objectif médecine » pour les élèves du secondaire en collaboration avec le bureau des Admissions dans le cadre de

notre initiative de la Voie vers la médecine. Environ 30 élèves y ont participé de par le nord de l'Ontario, nos étudiant.e.s ambassadeurs en médecine de l'EMNO ont porté main forte et ont fait un excellent travail. Elles et ils ont partagé des renseignements portant sur les parcours d'éducation postsecondaire et comment elles et ils ont accédé à l'EMNO.

La nouvelle initiative QUÉSACO Qu'est-ce que c'est? Sur Instagram a été développée par le personnel du BAF et lancée tout récemment. Elle a pour but de susciter l'intérêt en médecine, en particulier, et dans les autres professions de la santé. Rendez-vous à [https://www.instagram.com/nosm\\_futuremds/?hl=en](https://www.instagram.com/nosm_futuremds/?hl=en) pour visionner les affichages.

La directrice s'est jointe à la doyenne et son équipe pour deux des tournées dans le Nord ciblant les communautés francophones. Elles ont visité Hearst, Kapuskasing, Sturgeon Falls, North Bay, Temiskaming Shores et Timmins. La directrice a pris l'occasion de rencontrer les étudiant.e.s francophones dans la majorité de ces communautés. Les étudiant.e.s ont apprécié l'occasion de se rencontrer. Elles et ils jouissent bien de leur expérience d'ECP.

### **Initiatives ayant trait au cursus sur la santé des francophones.**

#### **CBM 105 - Le module francophone**

Dans le cadre du travail du Thème 1, le BAF aide à faire la revue et la mise à jour du contenu de ce module. Suite à un examen récent du cursus sur la santé des francophones, il est très évident que le cursus offert actuellement n'est pas suffisant et que ce module est la place idéale pour ajouter du contenu nouveau et plus complet.

#### **Spécialisation collaborative sur la santé et le bien-être des francophones (SVSBF)**

La directrice travaille en étroite collaboration avec la D<sup>re</sup> Nicole Ranger, diplômée de l'EMNO, membre du corps professoral et responsable de la spécialisation, pour développer la spécialisation collaborative; notre objectif est de lancer la SC en septembre 2022.

#### **Auto-identification des francophones**

Le BAF travaille aussi au développement d'un processus plus approprié pour l'autoidentification des francophones surtout en considération des exigences qui seront mises en place pour la spécialisation collaborative. Le BAF travaille aussi, un projet de longue haleine, à définir ce qu'est un placement francophone.

#### **Traduction**

Le BAF travaille avec le bureau de la doyenne pour élaborer une stratégie et un plan pour effectuer la traduction, et ce, en préparation pour la transition vers l'Université de l'EMNO.

Danielle Barbeau-Rodrigue  
Directrice/Director  
Affaires francophones/Francophone Affairs





## Presentation

Dr. James Goertzen Associate Dean CEPD, Dr. Sarah Newbery Assistant Dean Physician Workforce Strategy and Dr. Harshad Telang Associate Dean Faculty Affairs presented “Supporting Faculty and Leadership Gender Diversity at NOSM”

Referring to the [briefing note](#), the presenters posed the following questions for consideration:

1. What action(s) can individual members of Academic Council implement to support NOSM faculty and leadership gender diversity?
2. What action(s) can Academic Council implement to support NOSM faculty and leadership gender diversity?

## Report of the Dean, President & CEO

Dean’s Report & Strategic Plan Status, Fall 2021 [Read online - Transformation](#) or download in [English](#) and [French](#).

## NOSM University Consultation

Dr. Sarita Verma provided a presentation on the NOSM University Consultation and Engagement. On June 3, 2021, the Government of Ontario passed legislation to make the Northern Ontario School of Medicine (NOSM) a university. With this status, NOSM becomes the first stand-alone medical university in Canada. The slides have been uploaded to the site. [More Information Online](#)

## Other Information

- [Vaccination Policy](#)

Next Meeting dates and Information can be found [online](#)

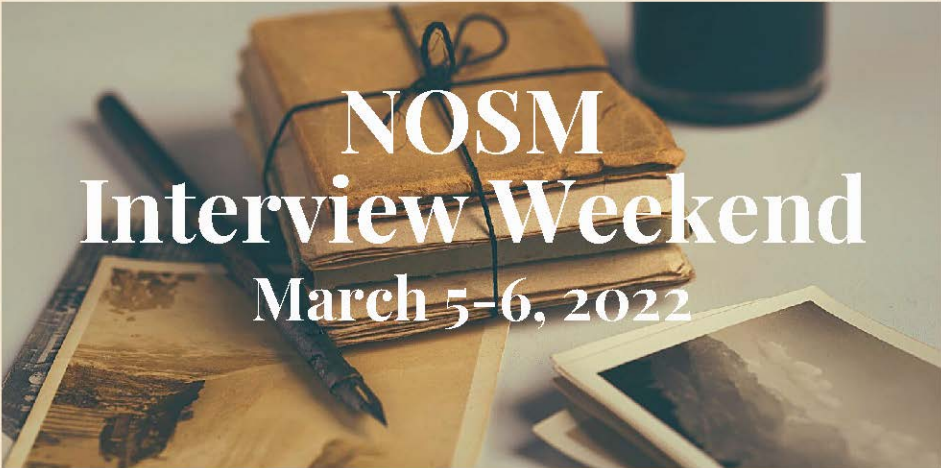
- **December 16, 2021 (Please hold 2-6pm)**
- Deadline for Action Items and Reports: **November 23, 2021/November 30, 2021**

Questions regarding this report can be directed to the Academic Council Secretary, Gina Kennedy at [governance@nosm.ca](mailto:governance@nosm.ca)

<sup>1</sup>**Conflict of Interest** - A complete copy of the NOSM Board of Directors approved [Board Conflict of Interest Policy](#) and [COI with Commercial Entities](#) is available for viewing.

<sup>2</sup>**Consent Agenda:** To allow the Academic Council to complete several matters and devote more of its attention to major items of business, the agenda has been divided between items that are to be presented individually for discussion and/or information and those that are approved and/or received by consent. A Consent Agenda is not intended to prevent discussion of any matter by Council, but items listed under the consent sections will not be discussed at the meeting unless a Member so requests. All Members are supplied with the appropriate documentation for each item, and all items on the Consent Agenda will be approved by means of one motion.

# SAVE THE DATE



## NOSM Interview Weekend March 5-6, 2022

*The interviewer application will be made available  
in January!*