

NOSM

Faculty Handbook

Last Revision-October 1st, 2020



Northern Ontario
School of Medicine
École de médecine
du Nord de l'Ontario
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This edition of the Northern Ontario School of Medicine (NOSM) Faculty Handbook contains policies and procedures pertinent to faculty at NOSM. Because of the range of subject matters and authority of them, these policies and procedures are subject to change at any time. Revisions to the Faculty Handbook will be incorporated periodically. NOSM Faculty are responsible for checking the website to keep abreast of alterations and additions.

Please note: This document must be downloaded and not simply opened in order for the hyperlinks to work correctly.

Should you have any Faculty Handbook related questions please contact:

The Office of Faculty Affairs at
DIVCLINSCI@NOSM.CA

NORTHERN ONTARIO SCHOOL OF MEDICINE
Laurentian University
935 Ramsey Lake Road
Sudbury, ON P3E 2C6
Lakehead University
955 Oliver Road
Thunder Bay, ON P3B 5E1

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Vision, Mission and Values

VISION

Innovative Education and Research for a Healthier North.

MISSION

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

NOSM will accomplish this by:

- Being socially accountable to the needs and the diversity of the populations of Northern Ontario.
- Actively involving Aboriginal, Francophone, remote, rural and underserved communities.
- Leading and conducting research activities that positively impact the health of those living in Northern communities.
- Fostering a positive learning environment for learners, faculty, and staff.
- Achieving an integrated, collaborative approach to education, learning, and programming.
- Increasing the number of physicians and health professionals with the leadership, knowledge and skills to practice in Northern Ontario.

VALUES

INNOVATION

The Northern Ontario School of Medicine (NOSM) encourages ingenuity, creativity, a culture of inquiry and discovery, and the importance of learning from others in every aspect of the School's education, research, social accountability, and corporate mandates. NOSM uses innovative approaches to ensure continuous improvement of our distributed model of education and research.

SOCIAL ACCOUNTABILITY

NOSM adheres to the World Health Organization's (WHO) definition of the Social Accountability of Medical Schools as "the obligation to direct their education, research and service activities towards addressing the priority health concerns of the community, region and the nation that they have a mandate to serve. The priority health concerns are to be identified jointly by governments, health care organizations, health professionals and the public." As part of its social accountability mandate, NOSM has the responsibility to engage stakeholders at all levels of its broad community.

COLLABORATION

NOSM pursues education and research goals in close partnership with its host universities. Collaboration and partnership is also important to NOSM with its teaching hospitals, community physicians, health professional clinical teachers, health system stakeholders, and communities it serves. NOSM values the insights, contributions, and support of its many partners that work to improve the health of the people and communities of Northern Ontario. NOSM recognizes that collaboration is both a process and outcome that engages different perspectives to better understand complex problems, and leads to the development of integrative solutions that could not be accomplished by any single person or organization.

INCLUSIVENESS

NOSM fosters inclusiveness by supporting an environment which embraces differences in staff, faculty and learners and respectfully creates value from the differences of all members of the NOSM community, in order to leverage talent and foster both individual and organizational excellence.

RESPECT

NOSM's faculty, staff, and learners seek to learn and listen to one another respectfully and communicate openly. NOSM's staff, faculty, and learners treat others and their ideas in a manner that conveys respect as differences are discussed, fosters an open academic debate, and which respects academic freedom.

To view NOSM's Strategic Plan, click [here](#).

Welcome to the Northern Ontario School of Medicine

I am pleased to welcome you as a new faculty member of the Clinical Sciences Division at the Northern Ontario School of Medicine (NOSM).

Since its official opening in 2005, NOSM has made great strides in establishing itself as a medical school for the 21st century.

Guided by our vision – *Innovative Education and Research for a Healthier North* – the School is committed to the education of high-quality physicians and health professionals and building the School's international recognition as a leader in distributed, learning-centered, community-engaged education and health research.

We will achieve this by fostering positive learning environments for our faculty, staff and learners, building collaborations with partners, and continuing to meaningfully engage our communities. Your role will be integral to NOSM's continued success and progressive changes occurring at the forefront of medical education.

Should you have any inquiries, please feel free to contact us via our **toll free faculty line at 1 877 678 7358**. They would be pleased to assist you.

I wish you much success and look forward to working with you.

Sincerely,

Dr. Sarita Verma BA, LLB, MD, CCFP, FCFP
Dean, President and CEO
Northern Ontario School of Medicine

The Office of Faculty Affairs Staff

Dr. Harshad Telang

Associate Dean, Faculty Affairs

Tel: 807-766-7398

Fax: 807-766-7514

Email: htelang@nosm.ca

Dr. Barb Zelek

Division Head, Clinical Sciences

Tel: 807-766-7398

Fax: 705-662-7265

Email: bzelek@nosm.ca

Dr. Elizabeth Levin

Division Head, Human Sciences

Tel: 705-662-7250

Fax: 705-675-4858

Email: elevin@nosm.ca

Dr. Douglas Boreham

Division Head, Medical Sciences

Tel: 705-662-7175

Fax: 705-675-4858

Email: dboreham@nosm.ca

Ms. Anita Arella

Director, Faculty Affairs

Tel: 807-766-7326

Fax: 807-766-7436

Email: aarella@nosm.ca

Ms. Kristin Grady

Executive Assistant, Faculty Affairs

Tel: 807-766-7404

Fax: 807-766-7343

Email: kgrady@nosm.ca

Ms. Debbie Reed

Faculty Evaluations Coordinator, Faculty Affairs

Tel: 807-766-7382

Fax: 807-766-7486

Email: dreed@nosm.ca

Ms. Lorie Plumpton

Administrative Coordinator, Clinical Sciences

Tel: 807-766-7416

Fax: 807-766-7486

Email: lplumpton@nosm.ca

Ms. Julie Neill

Administrative Assistant, Faculty Affairs

Tel: 807-766-7430

Fax: 807-766-7486

Email: jneill@nosm.ca

Ms. Elizabeth Aho

Administrative Assistant, Medical Sciences

Tel: 705-662-7136

Fax: 705-675-4858

Email: eaho@nosm.ca

Ms. Pamela Lemieux

Administrative Assistant, Human Sciences

Tel: 705-662-7267

Fax: 705-675-4858

Email: plemieux@nosm.ca

Section 1 - Recruitment and Hiring Protocol between the Northern Ontario School of Medicine and Lakehead and Laurentian Universities

Recruitment and Hiring of Faculty and Staff

While recognizing that each institution is entitled to determine its staffing needs and that any qualified person is entitled to apply for a faculty or staff position, the Northern Ontario School of Medicine wishes to maintain a cooperative relationship with Lakehead University and Laurentian University. Accordingly, NOSM undertakes to follow an open recruitment and hiring process with appropriate consultation with Lakehead and Laurentian Universities wherever their interests may be seen to be directly affected.

Section 2 - Agreement for Secondments of Lakehead and Laurentian Faculty Members to the Northern Ontario School of Medicine

Introduction

The Northern Ontario School of Medicine ("NOSM") is the Faculty of Medicine of Lakehead University ("Lakehead") and the Faculty of Medicine of Laurentian University ("Laurentian"). In order to be one medical school of two Universities, NOSM is constituted as a not-for-profit corporation with the two Universities as the sole Members. NOSM has a 19 member Board of Directors which provides corporate and fiscal governance for NOSM.

As a separate corporate entity, NOSM has its own Policy on Appointment, Promotion and Tenure of NOSM faculty members. That Policy applies to NOSM faculty members who, when their appointment to NOSM becomes effective, are not employees of either Lakehead or Laurentian and, therefore, are not members of the Lakehead Faculty Association or the Laurentian Faculty Association.

This Agreement outlines the procedures for secondment of Lakehead and Laurentian faculty members to undertake academic roles for NOSM. For the purpose of this Secondment Agreement a reference to "academic" with respect to responsibilities at NOSM includes teaching, division head and administrative co-ordinator responsibilities and responsibilities in developing and delivering new programs but does not include any responsibilities or work relating to research.

If the commitment to NOSM is only one day per week (Lakehead) or one half day per week (Laurentian) and falls within the respective collective agreement as "outside professional activity", these procedures may not be applicable. However, a secondment agreement may apply if Dean-to-Dean discussion concludes that academic service to NOSM would conflict in timing and schedule with the faculty member's academic duties at Lakehead or Laurentian.

There is a clear expectation from NOSM and the Universities, that faculty members of either Lakehead or Laurentian will inform their Department Chair / School Director and Dean of their intention to undertake any paid academic work for NOSM and NOSM will provide notification of such arrangements to the appropriate Vice President Academic.

This Agreement is intended to provide clarity to administrators at NOSM and at Lakehead and Laurentian, as well as to Faculty Associations and individual faculty members. It respects the delegated authority of the respective Universities for administrative and human resource matters involving University faculty. NOSM secondments under this Policy will respect the terms and conditions of the collective agreements between Lakehead and Laurentian and their respective Faculty Associations.

PROCESS FOR SECONDING LAKEHEAD OR LAURENTIAN UNIVERSITY FACULTY TO NOSM

Initiating the Process

- a) By February 15 of each year, NOSM will inform the Lakehead and Laurentian Vice Presidents Academic respectively about the secondments (which may include courses taught on overload) of Lakehead and Laurentian faculty members contemplated for the forthcoming academic year beginning July 1.
- b) This process is initiated when NOSM identifies a preferred candidate who is a faculty member of Lakehead or Laurentian. The Vice-President Academic of the member's University will be informed by NOSM in writing of the proposed secondment including the name of the preferred candidate, the schedule and duration of NOSM academic duties requested.
- c) The terms of the secondment shall be determined by Dean to Dean discussion, and mutual approval. (preliminary discussions may occur between other individuals)
- d) There will be full disclosure of the terms of the proposed secondment appointment to the appropriate Provost or Vice President whose approval is required.

Content of Written Offer

After an agreement is reached between the NOSM Dean and the candidate's Dean, NOSM will prepare a written offer to the candidate with a copy to the Staff Relations / Office of the Vice President Academic containing the following terms:

- a) The number of days per week that NOSM requires the candidate to dedicate to NOSM and, accordingly, to be released from Lakehead or Laurentian University duties and the duration of the secondment by date.
- b) The expectation that for each day dedicated to NOSM, the candidate will provide a full day's work consisting of academic program activities and faculty development.
- c) The candidate will continue to be paid by the University at the same level of compensation and benefits and will be eligible for any general increases.
- d) NOSM will reimburse the University the salary and benefits costs of the candidate's release. The prorated reimbursement will be between 20 and 100 per cent depending on the number of days per week release time.
- e) NOSM will reimburse the reasonable costs incurred by the University in recruiting a replacement faculty member (where applicable).
- f) Although the individual remains a University employee, disputes related to NOSM work will be resolved through the NOSM dispute resolution mechanism and not through the individual's Faculty Association.
- g) NOSM acknowledges that the candidate retains responsibilities as a faculty member of the respective University (e.g. serving on committees). Time spent performing these tasks is considered University time.
- h) An administrative or developmental stipend may be paid by NOSM directly to the seconded faculty member.
 - i. Administrative stipends will reflect Division Head and Administrative Coordinator responsibilities at NOSM.

- ii. Any developmental stipend will reflect workload in developing and delivering new programs.
- i) The President of the University will receive a written notification of each completed secondment appointment.

Section 3 - Clinical Teaching Position Description

Clinical Sciences Faculty Providing Clinical Teaching

The Clinical Sciences Faculty member who provides clinical teaching is a qualified health care professional and faculty member who practices in a clinical setting in which the learner will learn. The faculty member provides experience and opportunities for observation, which allow the learner to meet learning objectives. The faculty member also acts as a resource person during the learner's placement.

Criteria:

1. Licensed health care professional. This includes Health Science Professionals, to view a complete list, please click [here](#).
2. Qualified to assist the learner in meeting learning objectives in the clinical setting.
3. Qualified by the faculty according to practice experience, clinical expertise, and educational expertise.

Responsibilities:

1. Become acquainted with the objectives of the NOSM clinical placement/clerkship.
2. Become familiar with the learner's individual learning objectives.
3. With the learner, determine and arrange clinical experiences that will help the learner meet their personal learning objectives.
4. Provide the School with a list of skills and/or procedures that the learner may observe or perform and specify which may require some advance preparation.
5. Orient the learner to the clinical environment's personnel, physical facilities, policies, and procedures.
6. Assume supervisory responsibility for the learner's practice.
7. Provide periodic written assessments of the learner's progress in meeting the learning objectives and the learner's behavior and responsibility in demonstrating a professional commitment to patients, staff, the Clinical Teacher, and the clinical setting.
8. Maintain verbal and/or written communication with a designated School faculty or staff member.
9. Assist the learner in becoming acquainted with the people and activities of the community.

Note: All Clinical Sciences faculty providing clinical teaching should have a Northern Ontario School of Medicine faculty appointment in order to formally assess a medical learner. For more detailed information on the various opportunities to be involved with NOSM please view the [Faculty Opportunities Brochure](#).

Section 4 – NOSM Faculty Appointment and Reappointment Policy & the Distributed Medical Education Committee of the Council of Ontario Faculties of Medicine (DME-COFM)

To view the NOSM Faculty Appointment and Reappointment Policy, please click [here](#).

To view the DME-COFM Ontario Medical School Clinical Rotation Principles and Practices for Faculty Appointment and Dispute Resolution document, please click [here](#).

Section 5 – Clinical Sciences Professionalism and Code of Conduct Policy and Appendices

To view the Clinical Sciences Professionalism and Code of Conduct Policy and Appendices document, please click [here](#).

Section 6 - Policy and Procedures for the Evaluation of Faculty Providing Clinical Teaching

To view the Policy and Procedures for the Evaluation of Faculty Providing Clinical Teaching document, please click [here](#).

Section 7 – Discipline Procedures for Clinical Stipendiary Faculty Members

To view the Discipline Procedures for Clinical Stipendiary Faculty Members document, please click [here](#).

Section 8 - Entitlements of Stipendiary Appointments

Stipendiary appointees with faculty appointments are eligible to:

- Participate in Academic Governance
- An e-mail account, to be used in their capacity as NOSM faculty member
- Access to the NOSM intranet and online curriculum
- Participate in Continuing Health and Professional Education Sessions
- Access internet and on-line curriculum
- Remuneration for teaching
- Access to the School's Health Sciences Library (HSL), including electronic and on-site libraries and other resources
- Academic pricing at University bookstores and microcomputer centers
- Access to accredited virtual and in-house CME/CPD events at the School
- May purchase a membership at the athletic facilities at host Universities
- Participate in Academic Funding Plan (AFP), if not a Physician Faculty member

Faculty members with stipendiary appointments are independent contractors, not employees of NOSM, as per Section 4.2 of the NOSM Policy and Procedures for Faculty Appointment and Promotion and are not eligible for:

- Tenure
- Sabbatical
- Pension and benefits
- Assigned office space
- Tuition waiver

Faculty with stipendiary appointments are responsible for the purchase of their own computers and other supporting technologies.

Section 9 – Policy & Procedures Governing Joint and Stipendiary Faculty Promotions

To view the Policy & Procedures Governing Joint and Stipendiary Faculty Promotions document, please click [here](#).

Section 10 - Joint and Stipendiary Faculty Appeal Procedure

To view the Joint and Stipendiary Faculty Appeal Procedure, please click [here](#).

Section 11 - Clinical, Medical and Human Sciences Faculty Salaries and Stipends

Northern Ontario School of Medicine

Effective January 1, 2020

Medical and Human Sciences Faculty

(Non Physician)

The Daily Rate is calculated based on the floors and ceilings by academic rank.

Rank	Total Yearly Salary based on Daily Rate:	
	As of January 1, 2019	As of July 1, 2020
<i>Lecturer</i>	\$14,988	\$15,258
<i>Assistant Professor</i>	\$18,833	\$19,172
<i>Associate Professor</i>	\$24,262	\$24,699
<i>Full Professor</i>	\$28,107	\$28,613

Northern Ontario School of Medicine
Effective January 1, 2020
Clinical Sciences Faculty
(Physicians)

A clinical supplement is included in the Physician daily salary rates. The supplement represents a value of \$10,000 for each of four days/ week worked. This is intended to compensate clinical faculty for the reduction in income on these four days. A "full-time" clinical appointment would be four days plus one clinical day. The stipend for part-time (i.e. 1 – 4 days) is shown on a per day/week basis. Clinical faculty would not normally be full-time, except in the case of administrators (Associate Deans, Division Heads)

Rank	Total Yearly Salary based on Daily Rate:	
	As of January 1, 2019	As of July 1, 2020
<i>Clinical Lecturer</i>	\$24,888	\$25,336
<i>Assistant Professor</i>	\$28,334	\$28,844
<i>Associate Professor</i>	\$32,857	\$33,448
<i>Full Professor</i>	\$37,381	\$38,054

Northern Ontario School of Medicine
Effective January 1, 2019
Stipendiary Faculty Administrative Stipends

Associate Dean

Associate Deans are senior academic administrators with a portfolio that carries broad program responsibilities for the Northern Ontario School of Medicine and report directly to the Dean in these roles. Typically, Associate Deans may supervise Assistant Deans, Division Heads, Directors and/or Managers in their areas of responsibility. The position requires the incumbent to act in that capacity on average up to three days per week.

Physician or non-physician **base salary/daily rate** + \$20,000 administrative stipend

Assistant Dean

Faculty in these positions report to an Associate Dean. The position requires the incumbent to act in that capacity on average 1 to 1-1/2 days per week.

Physician or non-physician **base salary/ daily rate** + \$15,000 administrative stipend

Division Head

Faculty in these positions supervise other faculty in their roles within the Medical School. They collaborate to allocate faculty resources to the educational programs. The position requires the incumbent to act in that capacity on average up to three days per week.

Physician or non-physician **base salary /daily rate** + \$20,000 administrative stipend

Phase Coordinators

Faculty in these positions supervise other faculty in their roles within the Medical school. They have the overall responsibility for the writing, design, development, implementation, and evaluation of the Years 1 and 2 rotations, and Year 3 Clerkship. The position normally requires the incumbent to act in that capacity on average up to three days per week.

Phase 1 - Physician or non-physician **base salary/daily rate** + \$15,000 administrative stipend

Phase 2 Director

Faculty in these positions supervise other faculty in their roles within the Medical school. They have the overall responsibility for the writing, design, development, implementation, and evaluation of the Year 3 rotations. The position normally requires the incumbent to act in that capacity on average up to three days per week.

Phase 2 - Physician or non-physician **base salary/daily rate** + \$15,000 administrative stipend

Module Coordinator

The module coordinator will act as a liaison between the students, the appropriate Phase committee and the student assessment committee with regards to assessment strategies for his or her module. This position requires a commitment of 1 day per week.

Physician or non-physician **base salary/ daily rate** + \$5,000 administrative stipend

Theme Course Chairs

Provide leadership and direction to Theme Committee members in development of all aspects of the Theme in the NOSM curriculum including student assessment. Set agendas and meeting dates for Theme meetings. Supervise activities of all Committee members as per committee member responsibilities and expectations. Chair all Theme Committee meetings. Attend all Phase meetings to represent the Theme. Attend all UME Committee meetings. **These positions require a commitment from 1 to 3 days depending on the Theme.**

Physician or non-physician **base salary/daily rate** + \$2,500

Theme Writers/ Item Writers

Theme writers participate as a curriculum contributor for writing group and complete and independent writing items and examinations as assigned.

Administrative Stipend - \$500 to \$2,000 depending on complexity of task

Theme 1 Committee Member

Contribute to the development of the Theme 1 (Northern and Rural Health) Course as a member of the Course Committee. The position requires a commitment of 1 to 3 days per month.

		<u>Medical Doctor</u>	<u>Other Instructor</u>
Stipend:	1 Day Month	\$500	\$300
	2 Days Month	\$1,000	\$600
	3 Days Month	\$1,500	\$900

Theme 2 Committee Member

Contribute to the development of the Theme 2 (Personal and Professional Aspects of Medicine) Course as a member of the Course Committee. The position requires a commitment of 1 to 3 days per month.

		<u>Medical Doctor</u>	<u>Other Instructor</u>
Stipend:	1 Day Month	\$500	\$300
	2 Days Month	\$1,000	\$600
	3 Days Month	\$1,500	\$900

Theme 3 Committee Member

Contribute to the development of the Theme 3 (Social and Population Health) Course as a member of the Course Committee. The position requires a commitment of 1 to 3 days per month.

		<u>Medical Doctor</u>	<u>Other Instructor</u>
Stipend:	1 Day Month	\$500	\$300
	2 Days Month	\$1,000	\$600
	3 Days Month	\$1,500	\$900

Theme 4 Committee Member

Contribute to the development of the Theme 4 (Foundations of Medicine) Course as a member of the Course Committee. The position requires a commitment of 1 to 2 days per month.

	<u>Medical Doctor</u>	<u>Other Instructor</u>
Stipend:		
1 Day Month	\$500	\$300
2 Days Month	\$1,000	\$600
3 Days Month	\$1,500	\$900

Theme 5 Committee Member

Contribute to the development of the Theme 5 (Clinical Skills in Health Care) Course as a member of the Course Committee. The position requires a commitment of 1 day per month.

	<u>Medical Doctor</u>	<u>Other Instructor</u>
Stipend:		
1 Day Month	\$500	\$300
2 Days Month	\$1,000	\$600
3 Days Month	\$1,500	\$900

Competence Committee Member (RCPSC Residency Programs)

Competence Committee members make group decisions based on patterns of performance evidence to inform postgraduate resident progression in their program. Committee members exercise judgment in making decisions and status recommendations that are guided by the national specialty competency framework.

Education Advisory Committee Member

Education Advisory Board members provide effective advice, resources and support to any Residency Program, Program Director, or Resident requesting guidance with creating and implementing effective individual educational/learning plans particularly in relation to remediation periods.

Evidence Based Medicine (EBM) Tutor

Under the direction of the EBM Coordinator and a Program Director, EBM Tutors prepare and deliver EBM tutorial sessions for postgraduate residency program academics. Tutors participate in program and curriculum planning.

Research Tutor

Reporting to either a Program Director or a residency program Research Coordinator, the research tutor is responsible for facilitating the development of research skills for postgraduate residents. The tutor is responsible for facilitating tutorial sessions at Academics and may provide direct one-to-one support as well.

The following roles have salaries that are calculated with the Physician Leadership Evaluation Tool* and thus have been deleted from the Faculty Handbook:

Phase Three Coordinator, Clerkship Leads, Section Chairs, Directors.

Other roles with salaries calculated with the Physician Leadership Evaluation Tool include:

Medical Advisors, Medical Directors, Global Health Coordinator, Site Liaison Clinicians, Francophone Lead, Francophone Education Lead, Evidence Based Medicine Coordinator, Research Coordinator, IMG Coordinator, ICU Coordinator, Evaluation Coordinator, Psychotherapy Coordinator, Regional Director, Research Tutor, FM Academic Coordinator, FM Academic Resource Coordinator, Enhanced Skills Coordinator, CTU Director, Program Director, Active Site Director, Developing Site Director, Major Site Director, Academic Coordinator, Rural FM Director.

*The Physician Leadership Evaluation Tool is designed to recognize the primary elements of physician leadership roles including but not limited to complexity, contacts, rank, qualifications, use of judgement, independence of action and qualifications.

Northern Ontario School of Medicine 2017/2018* Rates for Instructional Hours (Small Group Facilitation/Clinical Lecturer, etc.)

Description	Rates Per Hour
Medical Doctors	<ul style="list-style-type: none">▪ \$200/first hour then;▪ \$150/each additional hour to a maximum of \$500/half day
Other Instructors	<ul style="list-style-type: none">▪ \$100/first hour then;▪ \$75/each additional hour to a maximum of \$250/half day
Other Instructors – WGS/Lab Lectures/DTS	<ul style="list-style-type: none">▪ \$200/first hour then;▪ \$150/each additional hour to a maximum of \$500/half day

**Teaching compensation rates are currently under review and will be updated accordingly.*

Section 12 - Clinical Teaching Compensation Plan

To view the Clinical Teaching Compensation Plan document, please click [here](#).

Section 13 – Organization Overview

NOSM is committed to corporate, social, and academic accountability, and this is reflected in the School's organizational structure. The School is registered as a not-for-profit corporation and maintains an independent budget, administration, and a 19-seat Board of Directors, while academic affairs are deeply connected with both host universities.

The Dean, as an Academic Dean, is accountable for NOSM academic activities through the NOSM Academic Council and the Joint Senate Committee for NOSM to the two University Senates. The Dean, as CEO of the NOSM Corporation, is accountable to the Board of Directors for the organization and management of the School. Management of the organization is the responsibility of the School's Executive Group. The Dean reports directly to the two university Presidents, is accountable to the Board, and is responsible for all aspects of the School's direction except for those assigned to the Board itself.

The Executive Group consists of the Dean, five Associate Deans, and the Chief Administration Officer. This group is responsible for academic programs including Undergraduate Medical Education, Postgraduate Education, Community Engagement, Faculty Affairs, and Research, as well as the administration of NOSM.

To view the Management Group Organizational Chart please click [here](#).

Section 14 – Review of Curriculum – Under review

To view the Review of Curriculum document, please click [here](#).

Section 15 - Orientation

Faculty members will receive an orientation package at time of appointment. Questions related to the orientation package should be directed as follows:

Clinical Sciences – Lorie Plumpton; lplumpton@nosm.ca

Human Sciences – Pamela Lemieux; plemieux@nosm.ca

Medical Sciences – Elizabeth Aho; eaho@nosm.ca

Section 16 - Professor or Associate Professor Honorarius Policy

To view the Professor Honorarius and Emeritus Policy, please click [here](#).

Professor, Associate Professor or Librarian Emeritus Policy

To view the Professor, Associate Professor or Librarian Emeritus Policy, please click [here](#).

Section 17 – Learner's Illness Policy – Under Review

To view the Learner's Illness Policy, please click [here](#).

Section 18 - UME Academic Appeals Policy and Procedure

To view the UME Academic Appeals Policy and Procedure, please click [here](#).

Section 19 – Human Rights, Anti-Discrimination and Harassment

To view the Human Rights, Anti-Discrimination and Harassment Policy, please click [here](#).

Discrimination and Harassment Policy and Procedure Affirmation

By signing below, I agree to the following terms:

- (i) I have received and read a copy of the Discrimination and Harassment policy and procedure and understand and agree to the same.

Employee Signature _____

Employee Name _____

Date _____

Employee Title _____

Unit/Location _____

Unit Specific Information, Resources and other Links

Continuing Education and Professional Development Policies

[CEPD Protocol on Relationships with Industry](#)

[Conflict of Interest \(COI\) with Commercial Entities](#)

[Freedom of Information and Protection of Privacy Act](#)

[Intellectual Property, Patents and Copyright, Lakehead University](#)

[Intellectual Property, Patents and Copyright, Laurentian University](#)

Dean's Office

[Advancement](#)

[Communications](#)

[Equity & Quality](#)

[Governance](#)

[Conflict of Interest \(COI\) with Commercial Entities](#)

Finance

[Policies, Protocols & Forms](#)

Health Sciences Library

[Health Sciences Information, Services, Resources and Research Support](#)

Research Office

[Research Support Group](#)

[Northern Ontario Academic Medical Association \(NOAMA\)](#)

PLEASE NOTE

In order to access some of the following resources and links you will be required to use your MyNOSM credentials/password.