

# Request for Decision City Council




Type of Decision									
Meeting Date	April 26, 2006				Report Date	April 19, 2006			
Decision Requested	X	Yes		No	Priority	X	High		Low
	Direction Only				Type of Meeting	X	Open		Closed

Report Title
Nomination to the Board of Directors of the Northern Ontario School of Medicine (NOSM)

Budget Impact & Policy Implication		Recommendation	
X	This report has been reviewed by the Finance Division and the funding source has been identified.		
<p><b><u>Policy Implications:</u></b></p> <p>This appointment is made in accordance with the By-laws of the Northern Ontario School of Medicine.</p> <p><b><u>Budget Impact:</u></b></p> <p>There are no budget implications.</p>		<p>Whereas the By-laws of the Northern Ontario School of Medicine require a representative to be nominated to the Board of Directors by the Council of the City of Greater Sudbury;</p> <p>Therefore be it resolved that Jim Gordon be nominated to the Board of Directors of the Northern Ontario School of Medicine as the appointee of the City of Greater Sudbury.</p>	
	Background Attached		Recommendation Continued

Recommended by the Department	Recommended by the C.A.O.
 for Caroline Hallsworth Executive Director, Administrative Services	 Mark Mieto Chief Administrative Officer

Report Prepared By	Division Review
 Angie Haché City Clerk	

### **Background**

The Northern Ontario School of Medicine (NOSM) in accordance with the requirements of their By-laws is requesting the City of Greater Sudbury to nominate a representative to the Board of Directors of NOSM. They are requesting that either the current member be nominated for re-appointment or an alternative representative be nominated. The name of the representative nominated by the City of Greater Sudbury will be submitted to the NOSM Board of Directors and their Nominating Committee for review in order to ensure the candidate complies with the requirements of the NOSM By-laws.

The appointment will be for a three year term and all Directors on the Board of NOSM serve without remuneration.

The City of Greater Sudbury's current representative is Jim Gordon. City Council at their meeting of September 23, 2003 passed a resolution nominating Jim Gordon to the position. Mr. Gordon's term on the NOSM Board will be completed in September, 2006. The NOSM is requesting the City of Greater Sudbury to provide the name of the nominee for the next term of the Board by April 30, 2006.

Mr. Gordon, as the former Mayor of the City of Greater Sudbury along with the Northern Ontario Mayors' Coalition, championed a proposal to train physicians in Northern Ontario. In 2001 the Coalition secured a medical school in the North. Following the announcement of the Northern Ontario Medical School, Premier Mike Harris named Jim Gordon, Chair of the Implementation Management Committee for the Northern Ontario School of Medicine.

In recognition of Mr. Gordon's commitment and leading role in securing the Northern School of Medicine, and to ensure continuity on the Board, it is recommended that Jim Gordon be nominated for reappointment as the citizen representative of the City of Greater Sudbury to the Board of Directors of the Northern Ontario School of Medicine. Attached is a letter from Mr. Gordon expressing his interest in remaining as the City of Greater Sudbury's representative on the Board.



Northern Ontario  
School of Medicine

March 27, 2006

Mayor David Courtemanche  
City of Greater Sudbury  
Tom Davies Square  
PO Box 5000 Stn A  
Sudbury, ON P3A 5P3



**Re: Northern Ontario School of Medicine Nominee on the  
Board of Directors**

Dear Mayor Courtemanche;

The Board of Directors of the Northern Ontario School of Medicine (NOSM) has as part of its membership a nominee from the City of Thunder Bay.

Mr. Jim Gordon is the nominee of City of Greater Sudbury on the NOSM Board of Directors. Mr. Gordon's term on the NOSM Board of Directors is completed in September 2006.

In accordance with the requirements of the By-laws of NOSM, we are requesting a nomination to the Board of Directors of NOSM by City of Greater Sudbury of either Mr. Gordon for a renewal term or an alternative representative. The term of office will be three years. The name of the representative nominated by City of Greater Sudbury will be submitted to the NOSM Board of Directors and the Nominating Committee for review in order to ensure that the candidate complies with the requirements of the NOSM By-laws. For your information, candidates for membership on the Board of Directors of NOSM must meet the requirements outlined in Appendix I to this letter.

We will appreciate receiving the nomination by City of Greater Sudbury of its representative by April 30, 2006.

Please contact the Secretary to the Board of Directors, Gina Kennedy-Hanousek if further clarification is needed.

Sincerely,

Dr. Roger Strasser  
Founding Dean and CEO

cc. Jim Gordon

West Campus  
Lakehead University  
955 Oliver Road  
Thunder Bay ON P7B 5E1  
Tel: 807-766-7300  
Fax: 807-766-7370

East Campus  
Laurentian University  
935 Ramsey Lake Road  
Sudbury ON P3E 2C6  
Tel: 705-675-4883  
Fax: 705-675-4858

## **Appendix 1 - Requirements for Directors of Northern Ontario School of Medicine**

The following are relevant provisions of By-law No. 2 of the Northern Ontario School of Medicine.

**Section 14.2** requires that the Board of Directors shall ensure that the Directors nominated meet the qualifications established in the Guidelines for Selection of Directors set out in Schedule "A" attached.

**Section 14.3** requires that all Directors of the Northern Ontario School of Medicine be required to complete an undertaking in a form substantially similar to that attached as Schedule "B".

**Section 15** of By-law No. 2 of the Northern Ontario School of Medicine provides as follows:

### **SECTION 15 - QUALIFICATIONS OF DIRECTORS**

**15.1** No employee of the Corporation, no member of the Academic Staff of the Corporation, and no Family Member of any member of the Academic Staff of the Corporation or employee of the Corporation, shall be eligible for election or appointment to the Board unless they are members of the Board by virtue of their office, as otherwise provided in this By-law.

**15.2** Each Director shall:

- (a) be at least eighteen (18) years of age;
- (b) not be an undischarged bankrupt; and
- (c) be an Honorary Member or become an Honorary Member within ten (10) days of his or her election.

## **Schedule “A” – Guidelines For Selection Of Directors Of The Corporation**

To ensure the Directors of the Corporation reflect the breadth, depth and diversity of northern Ontario, and that the Principles of Governance of the Corporation as referenced in Schedule “C” are met, the following principles, qualities and skills will be considered:

- (1) Directors should be seen as committed to the vision, mission and core values of the Corporation, which include:
  - (i) supporting the delivery of and promotion of undergraduate and post-graduate university medical education programs with a primary focus on those programs that are innovative and responsive to the individual needs of the students and to the healthcare needs of the people of northern Ontario;
  - (ii) advancing the highest quality of learning, teaching, research and professionalism;
  - (iii) understanding the medical education and healthcare needs in northern Ontario and the resources available to meet these needs; and
  - (iv) facilitating student appreciation of the opportunities for quality educational and professional medical careers in rural and northern regions of Ontario with a focus on northern Ontario and its communities’ healthcare needs.
- (2) The Board of Directors shall reflect a wide range of interests and perspectives by representing the demographic, geographic and social characteristics of the communities served.
- (3) Directors must be committed to both the local and regional roles of the Corporation.
- (4) Directors should be capable of giving leadership to the work of the Corporation.
- (5) Directors should have respect for the views of others.
- (6) Directors should indicate a willingness to devote the time and energy to assist the establishment, development, operation and maintenance of the Corporation.
- (7) Directors should undertake, as a condition of being a director, to act only in the best interests of the Corporation and not on behalf of any single issue or cause.

### **Schedule "B" – Director's Undertaking**

**TO:** Northern Ontario School of Medicine (the "Corporation")  
**AND TO:** The Members and Directors of the Corporation

- I have read the vision, mission and core values of the Corporation, or they have been explained to me.
- I agree that, during my term as a Director of the Corporation, I will support and promote the vision, mission and core values of the Corporation.
- I undertake, as a condition of being a Director, to act only in the best interests of the Corporation and not on behalf of any single issue or cause.
- I undertake, as a condition of being a Director, to declare a conflict of interest in accordance with the provisions of Section 24 of By law No. 2.

DATED: \_\_\_\_\_

\_\_\_\_\_  
Signature

### **Schedule "C" – Principles Of Governance**

The Board shall be governed by the following Principles of Governance:

- (a) to support the delivery of and promotion of undergraduate and post-graduate university medical education programs with a primary focus on those programs that are innovative and responsive to the individual needs of students and to the healthcare needs of the people of northern Ontario;
- (b) to advance the highest quality of learning, teaching, research and professionalism at the Corporation; and to uphold the principles of Academic Freedom and Integrity of Research as set out in Schedule G;
- (c) to contribute to the advancement of medical education and healthcare services in northern Ontario and in the Ontario, Canadian and global contexts with particular focus on the unique healthcare needs of the people who live in the communities of northern Ontario and other northern regions of Canada;
- (d) to facilitate student appreciation of the opportunities for quality educational and professional medical careers in rural and northern regions of Ontario with a focus on northern Ontario and its communities' healthcare needs;
- (e) to provide strategic leadership to the Corporation in the establishment of and commitment to the Corporation's vision, mission, and core values;
- (f) to act in the best interests of the Corporation in carrying out its responsibilities;
- (g) to establish a culture of open debate, forthright examination of all issues, due process and to act honestly, in good faith and in the best interests of the Corporation;
- (h) to strive to establish consensus on all issues but a majority vote will govern, unless otherwise specified in the *Corporations Act* or these by-laws;
- (i) to hold open meetings, allowing for *in camera* discussions as required, and establish clear processes for community input and for informing the community of its activities; and
- (j) to provide policy leadership but not engage in day-to-day operational matters, except as required by law or fiduciary obligations, maintaining at all times a clear distinction between Board and management roles.

April 17, 2006

Dear Mayor David Courtemanche and Members of Council,

Further to my recent conversation with Mayor Courtemanche, I would again reiterate my desire to remain as the City of Greater Sudbury's representative on the Northern Ontario School of Medicine.

How time flies! It seems like only yesterday that I proposed in a motion to Regional Council that we pursue a medical school for Northern Ontario. Little did I know at the time, the dream would become a reality and there would be a Dean of that medical school named Dr. Roger Strasser declaring in the Sudbury Star that it was a true Northern Ontario success story. How blessed we are!

After the motion passed, I must confess that I really felt fear in the pit of my stomach. What had I set myself up for? Getting a medical school for Sudbury was a daunting task to say the least. The Province was already poised to add more medical seats at the southern Ontario schools of medicine, and the capital and operating costs for a new medical school in Sudbury and Thunder Bay, dwarfed the southern Ontario approach of simply adding seats to existing facilities. Besides, how do you convince all the municipalities in the North that a medical school in Sudbury and Thunder Bay is going to benefit them? How was I going to do this and where would I start?

I determined that the best course of action was to meet with people who best understood the medical school file. I asked Miriam McDonald, the CEO of the Northern Ontario Medical Corporation (NOME), to gather together those people who could best advise me. After a number of meetings with Miriam McDonald; Laurentian University's Geoff Tesson; Doctors McMullen, Mulloy, and Boyle; Maureen Lacroix; the Region's Mark Mieto; and the City's CAO Gary Polano, the dominant theme that came out of these discussions was that if a medical school was going to become a reality, it would ultimately have to be a politically driven effort, well supported by the universities, with the back-up and know-how of NOME and of NOMP in Northwestern Ontario. So began a quest that I knew was going to take a lot of my time and energy.

When I was re-elected Mayor of the City of Sudbury in 1991, I encouraged the mayors of the larger municipalities in Northern Ontario to join forces to achieve more for the North. Now my biggest hurdle was to secure their support for this proposed medical school in Sudbury and Thunder Bay. Each one of these mayors had a circle of influence with the municipalities that were in their geographic areas. I asked the current chairperson of the mayors' group, Jack Burrows, Mayor of North Bay, to place the proposed medical school on the agenda for our meeting in North Bay. I asked Geoff Tesson to accompany me to the meeting. Tesson was the former Vice President - Academic of Laurentian University, and had become Executive Director of Health Initiatives for the university. I knew Geoff's understated approach in any discussion about a medical school would carry a lot of weight in my persuading the mayors that a school would benefit us all in the long run, despite the inescapable fact that the lion's share of the benefits would accrue to Sudbury and Thunder Bay.



Much to my relief the mayors, after much discussion both pro and con, agreed to unanimously support the school, and we determined we would all work together to try to achieve it. From that moment on I was no longer alone. No matter what was said by the naysayers as we went forward, I believed in my gut that the school would some day happen.

After that, there were many meetings with groups and individuals across the North which generated an overwhelming outpouring of support for the school. For the first time ever in the history of the North, the people spoke with one voice and said to the Province, "Doctors trained in the North stay in the North. It is time for a medical school."

After the school was announced, the Premier of Ontario asked me to chair the Implementation Management Committee to draw up a working budget, the governance model, and bylaws for the school. And if you examine the present Board composition, you will realize that I made sure it really would be a citizen-driven school, a medical school like no other, a corporation with its own Board, with the widest possible representation.

In accordance with those bylaws, the Northern Ontario School of Medicine is asking for an appointment to the Medical School Board of Directors. I would respectfully ask that I be nominated by the City of Greater Sudbury. The three-year term will allow me to see the first students graduate and the dream will finally be a reality.

Yours sincerely,

Jim Gordon