


## Meeting Minutes

<b>Committee</b>	FoMD Faculty Council		
<b>Members:</b>	Dr. B. Hemmelgarn (Chair) As set out in the <i>Post Secondary Learning Act</i> <i>Quorum is represented by those faculty members member present.</i>	<b>Date :</b>	March 21, 2023
		<b>Time:</b>	4:00pm
<b>Called to Order:</b>	4:05pm	<b>Location:</b>	Via Zoom
<b>Guests</b>	None	<b>Scribe:</b>	Erin Neil
<b>Approval of agenda</b>	<b>Approved by consensus with no additions.</b>		
<b>Approval of previous meeting Minutes</b>	<b>Date:</b> November 15, 2022 <b>MOVED</b> by G. Vilas and <b>SECONDED</b> by J. Schulz to approve the minutes as circulated. <b>ALL IN FAVOUR. CARRIED.</b>		
<b>Meeting Attachments:</b>	All attachments provided via email March 7, 2023		

Topic	Summary	Action by whom	Target Date	Status
<b>1. A Culture of Care</b>	P. Stack presented:  <b>1. Culture of Care (FoMD).pdf</b>			
<b>2. Dean's Report</b>	Dr. B. Hemmelgarn provided update: <ul style="list-style-type: none"> <li>Well-being – would like to recognize the work done by our Chief Wellness Office, Dr. Mel Lewis. More information with respect to the website they have developed will be shared in the Dean's message.</li> <li>Announcements made by the Provincial Government last week - expanding the seats in our undergraduate medical education program by a total of 30 which will be phased in. The first 10 spots will be implemented this fall, and then subsequently another 10 and another 10 - 30 spots in total.</li> <li>When we were submitting our proposals, we were very clear that if you're going to expand the medical school you definitely need to expand PGME. We need residency spots for these trainees to then go into, and we proposed a one to 1.2 match for PGME spots and we were approved for 36 PGME spots, those will come in phased after the medical school spots.</li> <li>And then the other proposal was for Alberta international medical graduate spot - an expansion of those for a total of 15, so 5 starting next fall of 2024, and then subsequently another 10 after that.</li> <li>The other thing that we were very purposeful in this expansion was ensuring that we actually had the resources with which to expand. The medical training in particular, and what that meant is an extension of our AMHSP, and we were really pleased and fortunate to get that approval.</li> <li>The AMHSP expansion will be 36 spots initially, and the Government was very clear that they wanted those initial expansions to be related to the training programs and the training programs are going to have a rural focus. The greatest needs are in family medicine in rural Alberta and generalists in rural Alberta. 12 spots will go to family medicine again with a rural focus, and then 6 each to general surgery, obstetrics and gynecology, anesthesia.</li> <li>Spoke to the regional training center in Grande Prairie.</li> <li>Spoke to budget model 2.0 – the University is developing a new way of allocating funds called budget model 2.0 – working groups have been established. Townhalls to be scheduled in the future to discuss further.</li> <li>July 1<sup>st</sup> will be starting as the College Dean of the College of Health Sciences and Vice Provost. Will be maintaining role in the Faculty of Medicine and Dentistry as Dean. A new role of a Deputy Dean will be established in order to assist.</li> </ul>			

Topic	Summary	Action by Whom	Target Date	Status
	<ul style="list-style-type: none"> <li>• Selection of Deputy Dean – will be an appointed position.</li> </ul>			
<b>3. Vice-Faculty Affairs</b>				
<b>a. Update</b>	Dr. D. Kunimoto provided update: <ul style="list-style-type: none"> <li>• Will be working on the AMHSP structure to move it forward.</li> </ul>			
<b>b. FEC Standards – Reference Letters</b>	Dr. D. Kunimoto <ul style="list-style-type: none"> <li>• Difficulty in obtaining letters of reference.</li> <li>• Difficulty in a niche areas – not very many experts that you do not have a conflict with.</li> <li>• FEC recommended to decrease – would follow the U of A policy.</li> <li>• External to the University of Alberta.</li> <li>• Calgary requires 3 external letters.</li> </ul> <p><b>Motion:</b> To change the current FoMD FEC Standards requirement for references letters from 2 internal letters and 3 external letters for tenure and 5 external letters for promotion to professor: to 3 external letters for both categories. <b>Moved by:</b> D. Kunimoto <b>Seconded by</b> S. Forgie. <b>All in favour. Carried.</b></p>			
<b>c. FAR Update</b>	Dr. M. Gowrishankar provided update: <ul style="list-style-type: none"> <li>• FAR is replacing the ARO as of this academic year.</li> <li>• Currently not ready – waiting for changes to accommodate FoMD needs.</li> <li>• A sandbox will be available in early April.</li> <li>• Requested that all Chairs be given access as “super users”.</li> <li>• Do not have exact date of when FAR will be open.</li> <li>• System looks familiar to current system.</li> <li>• MedIT no longer available – super users will assist members in each department.</li> <li>• Position description will be carried forward – do not put change requests in the ARO system. IST has developed a new change request tool. Once approved will go into FAR.</li> <li>• Teaching categories – clinical work place teaching and general teaching. Defined in new Collective Agreement and new guideline will be shared.</li> <li>• Updates will be provided in the Dean’s updates.</li> <li>• Vast majority open the ARO in September.</li> </ul>			
<b>d. GFC Update</b>	Dr. Persad provided update: <ul style="list-style-type: none"> <li>• Budget model 2.0 was approved to move forward – will include equity variable. Townhall will be on March 29<sup>th</sup> to discuss the new model and how it is being co-designed with involvement from teams across the University and what principles are guiding its design.</li> <li>• Review of College model – was presented and approved. New College Deans and also called Vice-Provost and restrict the term to Dean to the Faculty Dean.</li> <li>• Tuition increase – students are going on strike this Friday. Students would like increase postponed until they have adequate time to review. Motion did pass. Recommended that the Board does not approve the increase. Will be a vote.</li> </ul>			
<b>4. Vice-Dean Education</b>				
<b>a. Update</b>	Dr. Lang provided update: <ul style="list-style-type: none"> <li>• Expansion of seats available – AMHSP – do have a shortage in rural communities – looking at a strategy.</li> <li>• Working group has been established – have secured two consultants – to help build models that would work best for a Rural Regional Training Hub. Preliminary report completed by end of April. Supporting the community to thrive. Working with Grande Prairie. U of C is working with Lethbridge.</li> </ul>			

Topic	Summary	Action by Whom	Target Date	Status
5. Vice-Dean Research – Clinical	Dr. L. Richer provided update: <ul style="list-style-type: none"> <li>• Alberta Health Services Clinical Trials Unit – CTU Manager has been hired and is working to transition those to new model.</li> <li>• Connect Care and Research – is a privilege – 3<sup>rd</sup> party access – topic of discussion – proactive auditing system will be implemented looking for inappropriate access. Remind staff of rules. If privacy breaches – puts access to ConnectCare for research at risk.</li> <li>• Spoke to Clinical Trials Management System – Provincial system.</li> </ul>			
6. Vice-Dean Research – Basic Science	Dr. R. Lehner provided update: <ul style="list-style-type: none"> <li>• Unable to attend.</li> </ul>			
7. Announcements	<b>Adjourned at 5:36pm</b>			
<b>Next Meeting</b>	<b>May 23, 2023</b>			

# A Culture of Care: An Introduction

Presented to the FoMD Faculty Council  
March 21, 2023  
Philip Stack, HSE Director



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***The University of Alberta respectfully acknowledges that we are located on Treaty 6 territory, a traditional gathering place for diverse Indigenous peoples including the Cree, Blackfoot, Métis, Nakota Sioux, Iroquois, Dene, Ojibway/ Saulteaux/Anishinaabe, Inuit, and many others whose histories, languages, and cultures continue to influence our vibrant community.***



# Session Outcomes

- Understand the need for and purpose of the Culture of Care safety action plan
- Learn how the plan took shape and what's ahead
- Know how to start building a Culture of Care in your faculty





# A CULTURE OF CARE

University of Alberta's  
Safety Action Plan  
2023-25

## What is **A Culture of Care**?

- Three-year comprehensive safety action plan
- Released December 1, 2022
- Encompasses **physical, psychological and cultural safety** with a focus on physical safety
- End state: Everyone owns their safety performance and that of others



# A CULTURE OF CARE

University of Alberta's  
Safety Action Plan  
2023-25

## Why do we need an action plan?

- Increase in reportable and serious near miss incidents
- Two incidents close to being fatalities
- Highly variable safety culture



# Electrical vault incident

December 2021

## Impact

- Serious injury to worker
- Psychological impact on workers
- Operational disruptions to multiple buildings
- Reportable incident
- Resource implications

## Prevention

- Improve hazard identification
- Enhance engineering controls
- Enhance equipment labelling



# Lab explosion

March 2022

## Impact

- Near miss serious injury
- Psychological impact to students and lab workers
- Reportable incident
- Resource implications

## Prevention

- Supervisory leadership
- Complete hazard assessments
- Up-to-date training and competencies
- Emergency preparedness





## Introduction

Any organization that wants to develop a culture of care must address all aspects of safety – physical, cultural and psychological well-being.



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# What is safety culture?

“Safety culture is the enduring value and priority placed on worker and public safety by everyone in every group at every level of an organization. It refers to the extent to which individuals and groups will commit to personal responsibility for safety, act to preserve, enhance and communicate safety concerns, strive to actively learn, adapt and modify (both individual and organizational) behavior based on lessons learned from mistakes, and be rewarded in a manner consistent with these values.”

- Weigmann et al



# Models of Safety Culture

- ★ Bradley Curve - Proprietary system developed by dss+
- ★ **Hudson Model**
- ★ Weigmann et al - Synthesis of Safety Culture
- ★ American Chemical Society - Building Safety Cultures
- ★ Others - Admiral Rickover, Nuclear Navy - Normalization of Excellence



## Hudson Safety Culture Assessment Model

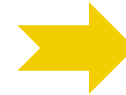


There are various models used to assess an organization's safety culture and assist in progressing from one stage to the next.

# Applied Model to Assess Safety Culture

## Hudson Model

01	Pathological	<ul style="list-style-type: none"><li>Who cares as long as we don't get caught?</li></ul>
02	Reactive	<ul style="list-style-type: none"><li>Safety is important, we do a lot every time we have an accident.</li></ul>
03	Calculative	<ul style="list-style-type: none"><li>We have systems in place to manage all hazards.</li></ul>
04	Proactive	<ul style="list-style-type: none"><li>Safety leadership and values drive continuous improvement.</li></ul>
05	Generative	<ul style="list-style-type: none"><li>Safety is how we do business around here.</li></ul>



**End State**  
**“Everyone Owns their Safety Performance and that of Others”**



## HRHSE reviewed safety culture at the University of Alberta:

- ★ Incident trends and responses
- ★ Inspections and the Safety Stand Down
- ★ Compliance with the Health, Safety and Environment Management System
- ★ General attitudes towards health and safety

Faculties and portfolio culture ranged from **pathological** to **calculative**, with the majority falling in the “reactive” stage.



### Current State

The Board, through the Board Audit and Risk Committee, and senior leaders have expressed a desire to transform the university's safety culture.

# Four Pillars - U of A Safety Action Plan

<b>Buy-In and Organizational Alignment</b>	Commitment from the highest levels of institutional leadership to supervisors and frontline employees, supported by health, safety and environment structures and processes.
<b>Employee Empowerment</b>	Every level of the organization is committed and has the skills to enhance health and safety practices and feels safe to speak to or stop unsafe practices (physical, cultural, psychological).
<b>Recognition and Rewards</b>	Systems that encourage and celebrate safety behaviours and practices.
<b>Reporting Systems</b>	Systems that allow the organization to track its safety culture progress, identify any gaps in its safety practices and continually improve over time.

# Safety Culture Stages and Pillars

HSE Current Initiatives
Compliance with OHS
Compliance with HSEMS
Safety Stand Down
Health & Safety Accountabilities
Safety Culture Lunch & Learns
Health & Safety Communications
HSE Committees
Tools & Resources
Inspections and Trending
HSE Safety Performance Dashboard
Chemical Roundup



2023	2024	2025
Define and communicate what constitutes a safety champion.	Current and new supervisors sign the safety commitment form.	Embed safety in all job descriptions.
Embed safety as a value in the university's strategic plan	Embed specific safety goals in the next university strategic plan.	Develop a comprehensive safety recognition and rewards program.
Develop and implement a See Something, Say Something, Do Something program	Build a reward system connected to the See Something, Say Something, Do Something program.	Develop and implement a formal self-inspection program for units.
Launch Quarterly Dashboard with leading and lagging indicators.	Publish highlights of effective, thorough incident reports that lead to learning and action.	Develop and implement a safety event tool kit to enable units to hold dedicated safety days.



**Future State**  
**"Everyone Owns their Safety Performance and that of Others"**

<b>Pillar 1 Buy-in and Organizational Alignment</b>	<b>Pillar 2 Employee Empowerment</b>	<b>Pillar 3 Rewards</b>	<b>Pillar 4 Reporting Systems</b>
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# Next Steps

- ★ Develop an implementation plan that will:
  - Prioritize initiatives
  - Align with EDI, II, Workplace Mental Wellness Plan etc.
  - Assign a specific lead for each initiative
- ★ Develop tools, support, and training to assist in implementation
- ★ Ensure change management plan/communications strategy
- ★ Prepare annual Report on outcomes
- ★ Release Year 1 Plan April 2023



## END STATE

*When everyone owns their safety performance and that of others, behaviours and activities throughout the university community will demonstrate and reinforce our culture and commitment to ensure each and every member of our community goes home safely each day.*

# A CULTURE OF CARE

University of Alberta's  
Safety Action Plan  
2023-25

# A Call to Action!

1. Read the Culture of Care: U of A's Safety Action Plan
2. Identify the initiatives that are key to your safety journey
3. Monitor the [Culture of Care Webpage](http://uab.ca/safety) (<http://uab.ca/safety>)
4. Have a discussion about how to foster the Culture of Care within your Faculty



# Leading with Purpose.



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