

Meeting Minutes

Committee	FoMD Faculty Council		
Members:	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>	Date :	September 16, 2025
		Time:	4:00pm
Called to Order:	4:00pm	Location:	Via Zoom
Guests	None	Scribe:	Erin Neil
Approval of agenda	Approved by consensus with no additions.		
Approval of previous meeting Minutes	Date: May 27, 2025 MOVED by J. Schulz and SECONDED by A. Underhill to approve the minutes as circulated. ALL IN FAVOUR. CARRIED.		
Meeting Attachments:	All attachments provided via email September 2, 2025		

Topic	Summary	Action by whom	Target Date	Status
1. Dean's Report	Dr. B. Hemmelgarn provided Land Acknowledgement and update: - Flag-Raising Ceremony (September 3): The University of Alberta raised the flags for Treaty 6 and the Métis Nation of Alberta outside the University Commons. This historic event symbolizes recognition of the University's location on Treaty 6 territory and the ongoing work in reconciliation. Attendees were encouraged to visit the flags and reflect on progress made and future efforts. - Northern Alberta Medical Program Launch: The Class of 2029 began their journey with Orientation week in Edmonton (August 25). Mayor Clayton hosted a lunch for the students, followed by an event in Grand Prairie on September 2 to welcome the students and community members. The event introduced faculty, community leaders, and preceptors involved in the program, particularly Dr. Richard Martin, Assistant Dean. The launch was celebrated as a significant milestone in the program's development. - Dianne and Irv Kipnes Health Research Institute Announcement: A \$25 million donation from the Kipnes Foundation funded the creation of this institute. The Kipnes Health Research Institute focuses on data, technology, and translational health, as well as lymphedema research and education. In recognition of their long-term contributions to the University of Alberta, the Edmonton Clinic Health Academy has been renamed the Dianne and Irving Kipnes Health Research Academy (Kipnes Academy). The announcement was bittersweet, as Dianne passed away in December, but Irv Kipnes and their family were present for the ceremony. A video tribute was shared in honor of Dianne and the Kipnis family's legacy. Dianne Kipnes: A legacy of caring  Dean's Report .pdf New Faculty Appointments - Welcome extended to all new faculty members.			
2. Deputy Dean Report	Dr. T. Stelfox provided update: Biomedical Sciences Review: - The Biomedical Sciences Working Group is nearing completion of their work, with the final working group meeting scheduled for Friday. The group, comprising 18 members, has developed a definition of biomedical science, conducted assessments, and engaged the community through various methods (town halls, surveys, focus groups). - A comprehensive 200-page report has been drafted, which will be shared with the Dean by the end of the month.			

Topic	Summary	Action by Whom	Target Date	Status
	- An external review was conducted by Ted Allison (U of A), Lynn Postovit (Queen's), and Marie-Jose Hebert (U of Montreal). They met with 97 individuals over two days and were impressed by the thoughtful contributions from faculty. - The external reviewers will submit their report by early November. - A town hall is scheduled for November 21st, 4-5 PM, where the Dean will present findings from both the internal working group report and the external review. Department Chair Recruitment: - Three department chairs (Paul Major, Derek Emery, David Williams) will complete their terms next year. Their contributions to the university and their departments were acknowledged. - Search and recommendation procedures for the new chair positions have been launched. Town halls for the departments were held last spring, and search committees for the School of Dentistry and Department of Surgery met last week. The Radiology and Diagnostic Imaging Committee will meet tomorrow. - Opportunities to attend candidate presentations and meet with candidates will begin early in the new year.			
3. Supporting learning and work environments: The FoMD Chief Wellbeing Officer Report Dr. M. Lewis presented:  Faculty Council MLewis.pdf				
4. OAW Office Dr. C. Goldstein presented:  OAW Overview 2025 (DEC_FEC).pdf				
5. Vice-Faculty Affairs				
a. Update	Dr. E. Yacyshyn provided update: Associate Dean, Faculty Development Search: - The search for the Associate Dean, Faculty Development has concluded, and the position has been accepted by a candidate. An announcement will be made soon. Special thanks to Dr. Lang for her continued work in this role. Faculty Annual Report (FAR) and Workload Changes: - FAR is due on October 1st, 2025. - Discussions have been ongoing regarding changes to workload and position summaries. Faculty members may experience shifts in their job descriptions over time, impacting the balance between research, teaching, clinical service, and administration. - Changes in workload must be recorded in workload applications and reflected in the FAR. - Faculty must discuss workload changes with their chair and obtain approval from a dean or delegate. Note that changes can only be applied within a 3-month window, not retroactively for more than a year. GFC Update:  2025-05-26-gfc-report-to-board.pdf			

Topic	Summary	Action by Whom	Target Date	Status
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6. Vice-Deans Research				
a. Updated – Clinical	Update: - AI and Health Hub: Lunch & Learn session tomorrow at noon, held in ECHA 1.50. Pizza will be served. - ECR Event: September 25th at noon, focused on safeguarding research. - For more information, visit the AI Health Hub website, which lists upcoming events.			
b. Update – Biomedical	Dr. M.J. Lemieux provided update:  Biomedical MjLemieux.pdf			
7. Announcements	None			
Next Meeting	December 2, 2025 – 400pm-530pm			
Approval Date:	December 2, 2025			

Faculty of Medicine & Dentistry – Faculty Council

Dr. Brenda Hemmelgarn, Dean Report





Treaty 6

Metis Nation of Alberta

Flag raising Sept 3 2025

NAMP – class of 2029



NAMP team





Dianne and Irving Kipnes Health Research Institute (Kipnes Institute)

Dianne and Irving Kipnes Health Research Academy (Kipnes Academy)

Institute Director		
AI + HEALTH HUB	HEALTH RESEARCH TRANSLATION UNIT	LYMPHEDEMA RESEARCH & TRAINING PROGRAM
▶ 2 CIFAR AI chairs ▶ Data analysts and bioinformatician ▶ Shared research computing core ▶ AI health support unit ▶ Clinical advisory group ▶ Dedicated space (in ECHA)	▶ Research support personnel ▶ Product development and management personnel ▶ Dedicated research facilities (in ECHA)	▶ Dianne and Irving Kipnes Chair in Lymphatic Disorders and Related Research ▶ MLD training courses and student clinic
The \$25 million gift will be overseen by an advisory committee and oversight board, with annual meetings inviting the Kipnes family's collaboration.		

The Dianne and Irving Kipnes Health Research Institute, situated within the Dianne and Irving Kipnes Health Research Academy, will bridge the gap between scientific discoveries and health outcomes, improving the health of countless Albertans and honouring the incredible legacy of Dianne Kipnes.



A WELLBEING TOUR WITH THE CWO OF THE NORTH

MELANIE LEWIS MD MMEDED FRCPC
PROFESSOR OF PEDIATRICS
CHIEF WELLBEING OFFICER
FACULTY OF MEDICINE & DENTISTRY
UNIVERSITY OF ALBERTA

Who is Monitoring the Drivers of Burnout?

*Your friendly
neighbourhood CWO*

Shanafelt, T. & Noseworthy, J. Mayo
Clin Proc. Jan 2017, 92(1), 129-146



Although burnout manifests in individuals, it originates in systems

20%



Individual level
solutions

80%



Organizational / system level
solutions

“Burnout is primarily a system-level problem driven by excess job demands and inadequate resources and support, not an individual problem triggered by personal limitation.” – Tait Shanafelt, Joel Goh, and Christine Sinsky



Building The Case for Health Professional Wellbeing

- The Business Case
- The Moral Case
- The Accreditation Case
- The Tragic Case
- The Political Case (work force depletion)

The Wellbeing Rebrand

It is not just a wellbeing issue

It is a workforce stability issue

It directly relates to recruitment
& retention of talent



DRIVING THE WELLBEING BUS

Role of the Chief Wellbeing Officer

Their job is to..

- Develop a vision and strategy
- Focus on systems levels issues
- Support metrics to identify and investigate hotspots
- Support leaders to identify solutions and drive quality improvement
- Coordinate wellbeing leaders and activities across the academy



Executive Wellbeing Officer

It is not their job to...

- Organize yoga/mindfulness classes
- Be responsible for interventions/solutions
- Staff the personal crisis hot line
- Be the person who is also responsible for EDI and Professionalism
- Be the disciplinarian/remediation supervisor
- Be a research machine

5 KEY STRATEGIC DIRECTIONS

1. Wellbeing literacy

2. Measurement

“you can’t change what you don’t measure”

- Psychological safety
- Leadership Index (LI)
- Environmental Hotspots
- Deploying Specific Metrics (PFI, WBI, intent to leave)

3. Leadership development

- Deployment of LI for chairs, DDs
- Present at FoMD Leadership Course
- National Canadian Physician Health Leadership Course
- AFMC Dean School

4. National collaborations

- RCPSC
- AFMC
- CMA

5. The FoMD Well-Lab

WELLBEING LITERACY

The changing landscape of medical education, Professionalism and wellbeing

Melanie Lewis MD MMedEd FRCPC
Chief Wellbeing Officer
Professor of Pediatrics
University of Alberta

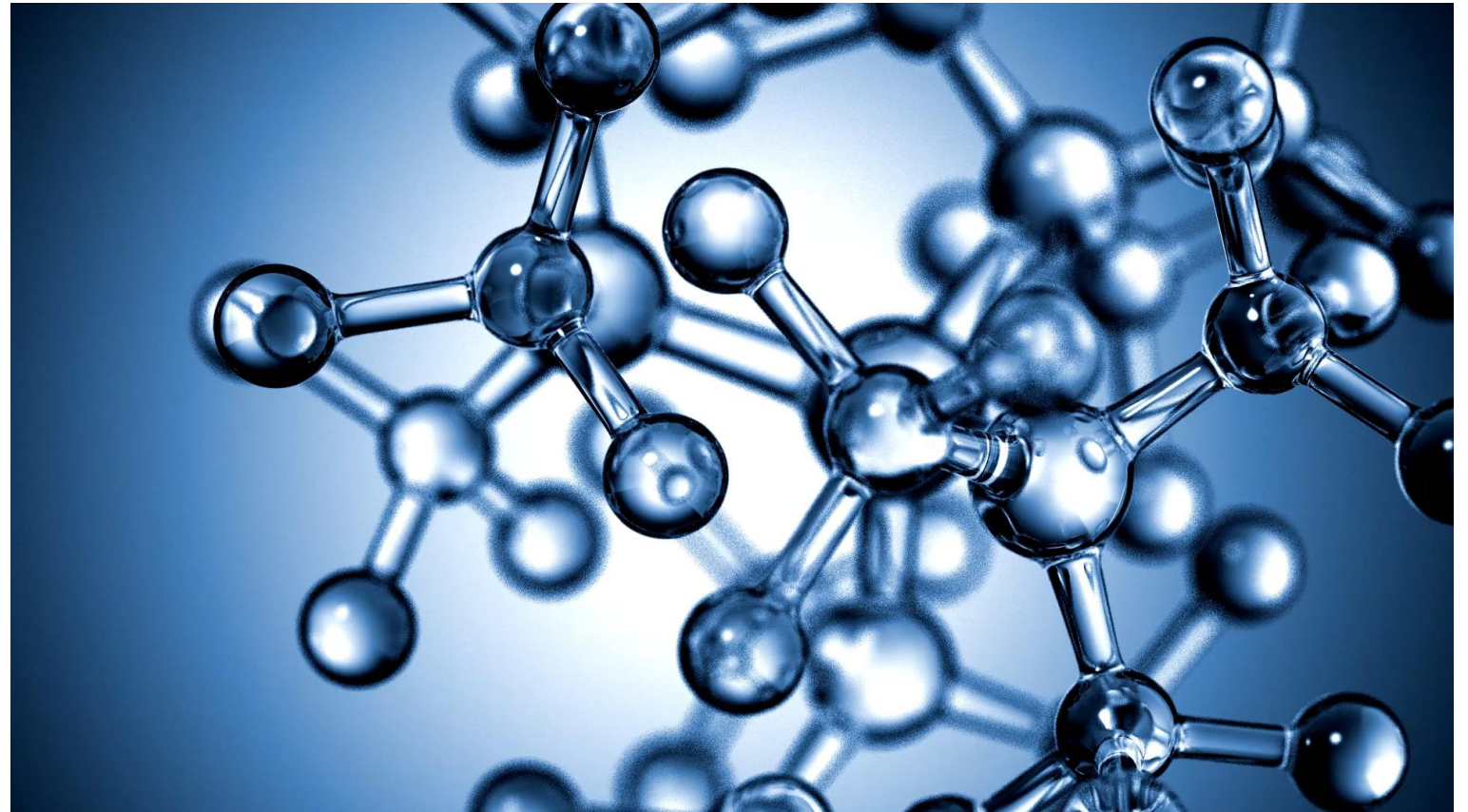


Melanie Lewis MD MED FRCPC, Chief
Wellness Officer

Penny Smyth MD FRCPC, Associate Dean
Professionalism

Faculty of Medicine & Dentistry, University of
Alberta

Neurosciences: Is the Environment Safe for the Psyche? **Psychological Safety & The Hidden Curriculum**



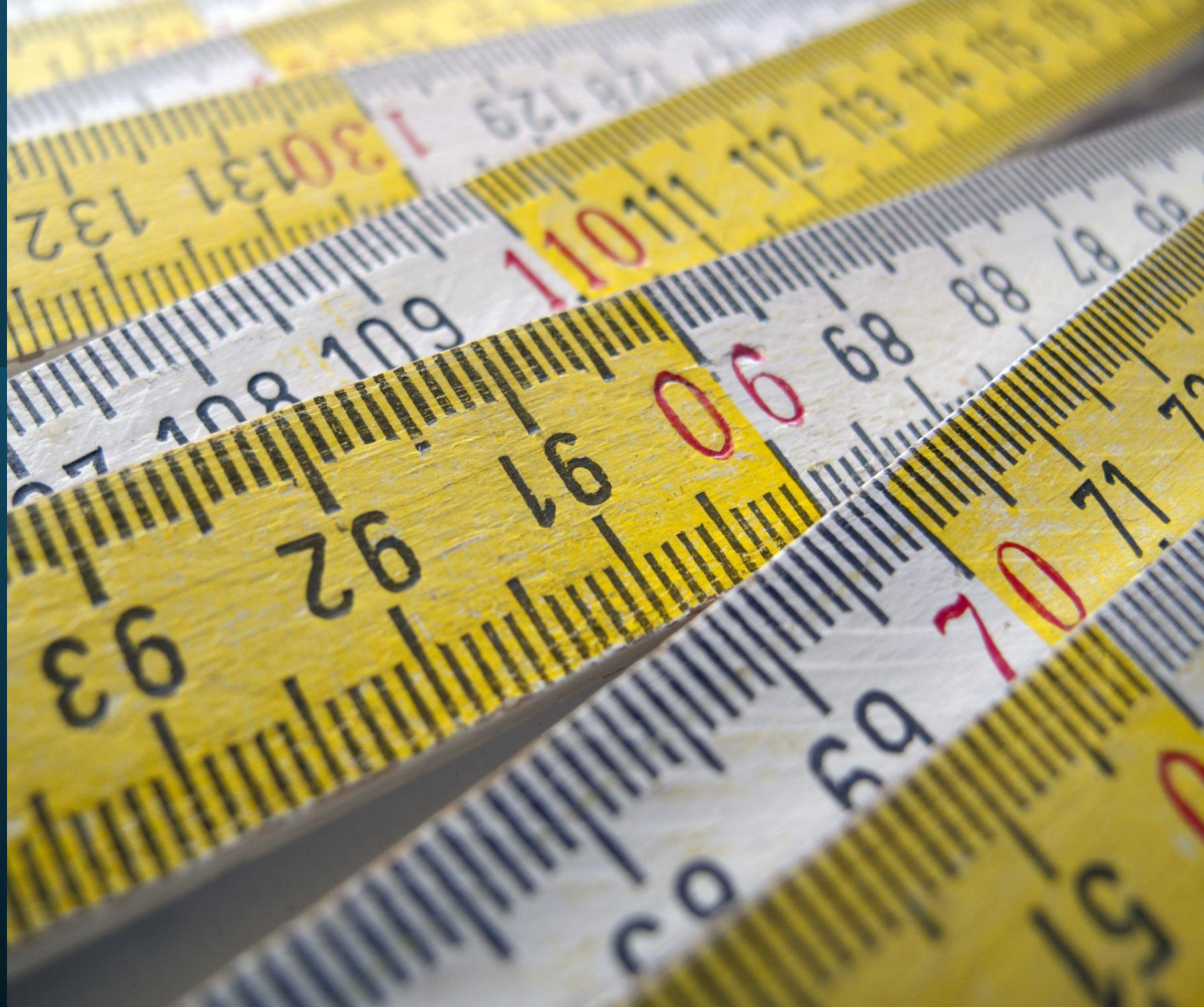


Wellbeing-Centered Leadership

A key Ingredient in addressing toxic culture and failing systems

Melanie Lewis BN MD MEd FRCPC
Professor of pediatrics
Chief Wellbeing Officer
University of Alberta

MEASUREMENT





Surveying the Environment

CLIMATE SURVEYS:

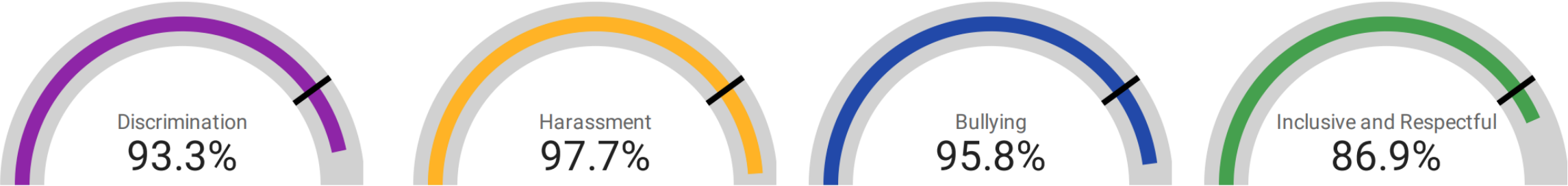
Is there psychological safety in the Division or Department of

1. Can you speak up?
2. Are you afraid of reprisal if you do?
3. Is there back biting?
4. Are there other forms of bullying by colleagues?
5. Have you been subjected to microaggressions?
6. Do you feel engaged at work?
7. Are you thinking of leaving, retiring, changing programs?
8. Do you feel you are being supported to meet your best potential?

Adapted from:

Fix Your Climate, Anderson & Young, 2020

How do start changing an unhealthy work environment, Rolfsen, GD. TedxOslo, 2016)



Satisfaction by Hot Spot Domain. A higher value reflects a higher satisfaction rating, averaged over all respondents. The standard is set at 80%.

Rotation	Count ▾	Discrimination	Harassment	Bullying	Inclusive and Respectful
MED 546	52	93%	98%	96%	87%

HOT SPOT SURVEYS

Table 6 How true do you feel the following statements are about you at work during the past two weeks?

	Not at all true Score=0	Somewhat true Score=1	Moderately true Score=2	Very True Score=3	Completely true Score=4
a. I feel happy at work	☐ ☐	☐ ☐	☐ ☐	☐ ☐	☐ ☐
b. I feel worthwhile at work	☐ ☐	☐ ☐	☐ ☐	☐ ☐	☐ ☐
c. My work is satisfying to me	☐ ☐	☐ ☐	☐ ☐	☐ ☐	☐ ☐
d. I feel in control when dealing with difficult problems at work	☐ ☐	☐ ☐	☐ ☐	☐ ☐	☐ ☐
e. My work is meaningful to me	☐ ☐	☐ ☐	☐ ☐	☐ ☐	☐ ☐
f. I'm contributing professionally (e.g. patient care, teaching, research, and leadership) in the ways I value most	☐ ☐	☐ ☐	☐ ☐	☐ ☐	☐ ☐

Table 7 To what degree have you experienced the following?

During the past two weeks I have felt...	Not at all Score=0	Very little Score=1	Moderately Score=2	A lot Score=3	Extremely Score=4
a. A sense of dread when I think about work I have to do	☐ ☐	☐ ☐	☐ ☐	☐ ☐	☐ ☐
b. Physically exhausted at work	☐ ☐	☐ ☐	☐ ☐	☐ ☐	☐ ☐
c. Lacking in enthusiasm at work	☐ ☐	☐ ☐	☐ ☐	☐ ☐	☐ ☐
d. Emotionally exhausted at work	☐ ☐	☐ ☐	☐ ☐	☐ ☐	☐ ☐
During the past two weeks my job has contributed to me feeling...	Not at all Score=0	Very little Score=1	Moderately Score=2	A lot Score=3	Extremely Score=4
a. Less empathetic with my patients	☐ ☐	☐ ☐	☐ ☐	☐ ☐	☐ ☐
b. Less empathetic with my colleagues	☐ ☐	☐ ☐	☐ ☐	☐ ☐	☐ ☐
c. Less sensitive to others' feelings/emotions	☐ ☐	☐ ☐	☐ ☐	☐ ☐	☐ ☐
d. Less interested in talking with my patients	☐ ☐	☐ ☐	☐ ☐	☐ ☐	☐ ☐
e. Less connected with my patients	☐ ☐	☐ ☐	☐ ☐	☐ ☐	☐ ☐
f. Less connected with my colleagues	☐ ☐	☐ ☐	☐ ☐	☐ ☐	☐ ☐

PROFESSIONAL FULFILLMENT INDEX

NATIONAL
BENCHMARK

Leadership Qualities

Holds career development conversations with me

Inspires me to do my best

Empowers me to do my job

Is interested in my opinion

Encourages employees to suggest ideas for improvement

Treats me with respect and dignity

Keeps me informed about changes taking place at work

Encourages me to develop my talents and skills

I would recommend working for my immediate supervisor

Overall I am satisfied with my immediate supervisor

MAYO LEADER INDEX

33% lower odds of experiencing burnout

Physician Task Load and the Risk of Burnout Among US Physicians in a National Survey

PMID: 33168367 DOI: [10.1016/j.iciq.2020.09.011](https://doi.org/10.1016/j.iciq.2020.09.011)

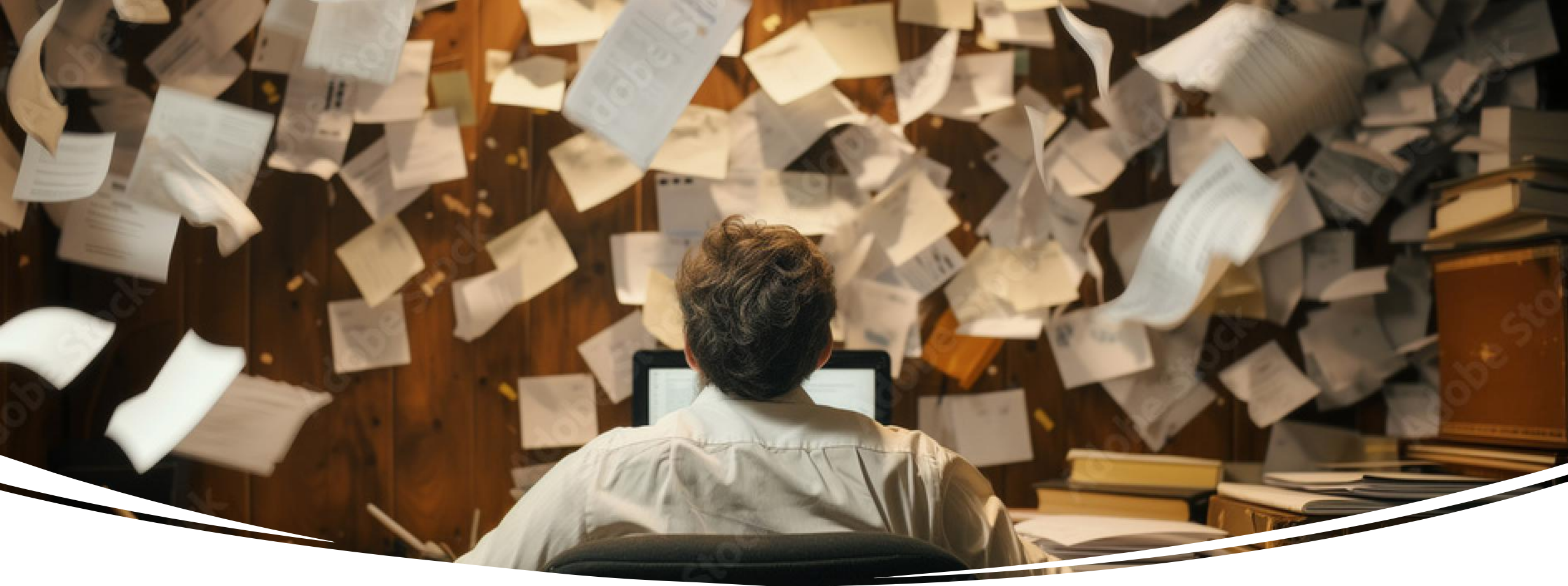
Hart and Staveland's NASA Task Load Index (TLX) method assesses work load on five 7-point scales. Increments of high, medium and low estimates for each point result in 21 gradations on the scales.

Name	Task	Date
Mental Demand	How mentally demanding was the task?	
	Very Low	Very High
Physical Demand	How physically demanding was the task?	
	Very Low	Very High
Temporal Demand	How hurried or rushed was the pace of the task?	
	Very Low	Very High
Performance	How successful were you in accomplishing what you were asked to do?	
	Perfect	Failure
Effort	How hard did you have to work to accomplish your level of performance?	
	Very Low	Very High
Frustration	How insecure, discouraged, irritated, stressed, and annoyed were you?	
	Very Low	Very High

Human Factors Engineering (HFE)

- Cognitive Load Theory
- Working memory is a finite resource
- We need to limit extraneous load
- Stress decreases the size of working memory





Is your cognitive
load manageable?

Managing your inbox, patients, grants, teaching,
meetings, home..

***There is a dose response between Task Load (PTL)
and burnout***

NATIONAL COLLABORATIONS



AFMC Wellbeing Committee Recommendations 2024

Measure	Embed wellbeing metrics across the academy to drive CQI
National Consortium	Support a Canadian Wellbeing Academic Consortium
Best Practices	Report on best practices for Wellbeing Curricula and interventions across the continuum
Annual Summits	Host Wellbeing Summits annually with Leadership for CQI and data dissemination/discussion/planning
HPLE Committee	Recommend that each organization convene a faculty-wide Health Promoting Learning and Work Environment Committee with key collaborators
CWO Course	Develop a National Physician Wellbeing Leadership Course
Governance	Develop clear Wellbeing Governance within each faculty to provide strategic planning, coherence, and collaboration across work/academic units



The Okanagan Charter & CAMI

A photograph of laboratory glassware including a graduated cylinder, an Erlenmeyer flask, and a beaker, with a blue liquid inside. A thermometer is also visible in the background.

National Plan for Health Workforce Wellbeing

- RCPSC recipient of directed Health Canada grant (3.5million)
- 6 Working groups focused on Recommendations to support drivers of wellbeing
- Measurement strategy to identify environments under threat (PFI)
- Provide the needed data and analysis to identify programs facing challenges
- Implement process to investigate and support
- Develop an evidence- base for interventions



Royal College of Physicians & Surgeons of Canada National Collaboration

6 working Groups

1. Create & sustain positive work and learning environments and culture
2. Invest in measurement, assessment, strategies and research
3. Support mental health and reduce stigma
4. Engage effective resources to minimize administrative burden
5. Institutionalize well-being as a long-term value
6. Recruit and retain a diverse and inclusive health workforce, focused on meeting current and future needs



Instead of praising
people for being
resilient,

*change the systems
that are making them
vulnerable*

Muna Abdi



OFFICE OF ADVOCACY & WELLBEING



UNIVERSITY
OF ALBERTA



Dr Cheryl Goldstein
Associate Dean



Dr Bina Nair
Assistant Dean
Post-Grad Affairs



Dr Paul LaPointe
Assistant Dean
Grad Student Affairs



Dr Sarah Burton-MacLeod
Assistant Dean
Undergrad Student Affairs



Dr Linda Sun
MD Director, Student Affairs



Dr Beth Pedersen
MD Careers Director



Unfilled
MD Director, SA NAMP



Samantha McQueen
Administration



Paula Backer
Administrator- NAMP



Ryan Jacobson
Psychologist



Sophia Parks
Psychologist



Michelle Phillips
Administration

Who does the OAW support?

All 2600+

FoMD Learners

UNDERGRADUATE STUDENTS

- MD Program
- DDS
- Dental Hygiene
- Dental Assisting
- Med Lab Sciences
- Radiation Therapy

GRADUATE STUDENTS

MEDICAL RESIDENTS AND FELLOWS

POSTDOCTORAL FELLOWS

Supports Provided

**Academic
Support**

**Resilience &
Wellness**

**Conflict
Resolution**

**Financial
Planning, Awards,
Bursaries**

**Academic
Appeals**

**Physical Health
Support**

**Harassment &
Intimidation**

Career Planning

**Disability &
Accommodation**

**Mental Health
Support**

**Racism &
Discrimination**

**Student
Association
Support**

2021-2024

FoMD Undergrad Appointments

FoMD Undergraduate Learner Appointments	
calendar year	number of appointments
2021	1178
2022	1339
2023	1472
2024	1356

FoMD Psychology Appointments	
calendar year	number of appointments
2021	1072
2022	946
2023	1139
2024	797*

**due to some staffing changes many MD students were sent to PFSP.*

2021-2024

MD Student Appointments

UG MD Appointments		MD Psychology Appointments	
calendar year	number of appointments	calendar year	number of appointments
2021	1059	2021	632
2022	1228	2022	642
2023	1338	2023	598
2024	1244	2024	356*

**due to some staffing changes many MD students were sent to PFSP.*

2021-2024

Post Graduate & Graduate Appointments

Postgraduate Appointments		Graduate Appointments	
calendar year	number of appointments	calendar year	number of appointments
2021	277	2021	71
2022	288	2022	97
2023	295	2023	70
2024	299	2024	31

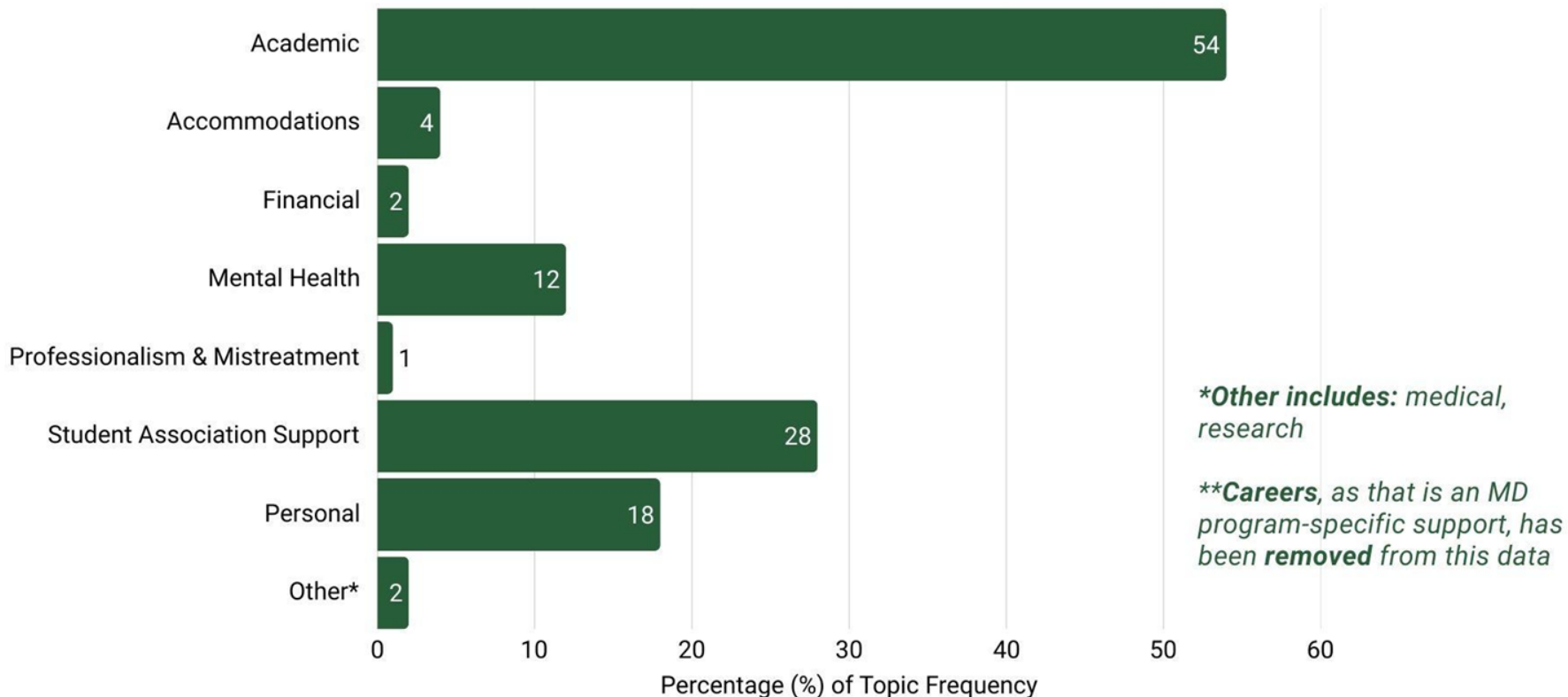
2021-2025 MD Careers

Career Support Meetings, by academic year				
	2021-22	2022-23	2023-24	2024-25
Year 4	377	382	395	429
Year 3	221	228	217	134
Year 2	160	118	148	130
Year 1	27	31	36	21

Student Appointment Themes

OAW Appointment Topic Frequency (%)

All FoMD Learners, 2024



Other Services

- Food Security
- Emergency Bursaries
- Orientation Week Support
- Year One Student Advisor Meetings
- Peer Mentorship
- Wellness Fairs
- Wellbeing & PerMS lectures
- Career & Financial Planning Presentations
- Residency Fair
- R1 Match Support
 - Strategies
 - Mock interviews
 - Document review
- Ceremonies

Moving Forward

Office team expansion

- Grande Prairie, to support the NAMP students
 - New admin role
 - New MD Director role (*search in progress*)
- **Psychologist*** for post-graduate learners
- **Undergraduate Financial Advisor***

**funding secured, search pending*

Research

- 2025: 2 OAW summer studentships
- Partnership with the **FoMD Well Lab**
 - **Funding secured** for ongoing projects
 - In the last four years, over 30 faculty members, residents and students have been a part of nine research projects.

Date: May 26, 2025

Location: Council Chamber, 2-100 University Hall

Time: 2:00 - 4:00 PM

Opening Session

The meeting commenced with the Chair acknowledging the territory and welcoming new members. The agenda was approved as presented and President and Chair Bill Flanagan provided updates on:

- Outgoing General Counsel and changes in the University Governance office: B Hamdon is retiring, J Lemieux will be moving into the role of GC and K Peters would be taking his place as University Secretary;
- The new Minister of Advanced Education;
- Forthcoming presentation to the Mintz Panel;
- Open invitation to a presentation by Dr. Ravi Pendse, Vice-President (Information Technology) and Chief Information Officer from the University of Michigan.

Consent Agenda

New members appointed and received to General Faculties Council (GFC); and revisions made to the GFC Terms of Reference as requested by AASUA.

ACTION ITEMS

Accommodation Policy and Discrimination & Harassment Policy

V Yiu reported that the Discrimination and Harassment Policy and Accommodation Policy had undergone thorough consultation and were recommended for approval by the Academic Planning Committee. C Smith explained that the new policies separate discrimination and harassment from accommodation. Member discussion included questions about the university's role in anticipating and responding to retaliation, privacy and confidentiality, review processes, language clarifications, and implementation. The policies were approved for recommendation to the Board of Governors.

DISCUSSION ITEMS

University of Alberta Organizational Values

V Yiu reminded members that this is a key priority under the People Strategy and noted the importance of clarifying University Values for decision-making, planning, and a sense of belonging. She spoke to previous consultations on these matters and reported the feedback from the community gathered through town halls and other consultations.

She asked members to consider participating in roundtable discussions and noted that online feedback would be gathered until the end of the month. She invited questions from members who asked whether the GSA would be consulted.

SHAPE Implementation - Progress Report

V Yiu noted that this interim report for SHAPE implementation covered two years of data and invited questions on the information provided. Members asked whether there was consideration to add additional teaching assistants given the perception that students are not receiving enough support in the classroom.

Faculty and Staff Engagement Survey - Next Steps

M Chisholm expressed an interest in GFC's feedback on how to proceed with the Faculty and Staff Engagement Survey and noted the valuable work done by participants in the UAcademy Leadership program. J Xu noted the tension, uncertainty, and anxiety prevalent on Campus and the feedback from UAcademy to tailor feedback to different groups on Campus. She spoke to different possibilities including Pulse Checks and different formats for check-ins. She presented the three options to GFC and asked for member thoughts and input. Discussion included the use of pulse checks, the need to repeat the survey, eligible staff to complete the survey, and conducting the survey in-house.

Draft IT Security Policy

G. Mah and S. Baraniuk presented a proposed IT policy suite designed to amalgamate and simplify existing policies. They highlighted that the IT Security Policy would become the primary policy, with other procedures falling under it. They also mentioned that drafts would be provided in the Fall for review. Member discussion included the use of non-enterprise solutions such as Google Suite, academic freedom and how faculty members equip themselves for research, artificial intelligence, and varying perceptions across campus.

Question Period

The Chair invited members to ask questions. Members raised questions and concerns regarding the University's support for daycare services and requested that the University reconsider the decision to cut funding. Other questions included inquiry about the University's commitments to federal granting agencies.

Information Reports

Reports from various committees were noted.

Closing Session

The meeting was adjourned, with the next session scheduled for September 22, 2025.

This report encapsulates the key discussions and decisions made during the General Faculties Council meeting on May 26 2025.