



**494th REPORT OF THE ACADEMIC POLICY COMMITTEE TO SENATE
on the APC meeting held on October 17th, 2019**

I. TO BE APPROVED BY SENATE

(A) NEW TEACHING PROGRAMS REQUIRING SENATE APPROVAL

School of Continuing Studies

**Professional Development Certificate in Collaboration and Productivity
Development (22-25CEUs)**

- *appendix A*

At a meeting on October 17th, 2019, APC reviewed and approved a proposal from the School of Continuing Studies to create a new Professional Development Certificate in Collaboration and Productivity. This non-credit program will concentrate on systems and design thinking, creativity, communication, and interpersonal skills.

APC therefore recommends that Senate approve the following resolution:

*Be it resolved that Senate approve the proposed Professional Development Certificate in
Collaboration and Productivity Development (22-25 CEUs)*

(B) ACADEMIC PERFORMANCE ISSUES / POLICIES / GOVERNANCE/AWARDS – none

(C) CREATION OF NEW UNITS / NAME CHANGES / REPORTING CHANGES

Faculty of Medicine

Department of Emergency Medicine

- *appendix B*

At a meeting on October 17th, 2019, APC reviewed and approved a proposal from the Faculty of Medicine to change the status from a provisional to a permanent Department of Emergency Medicine. The provisional Department of Emergency Medicine was established in May 2018.

APC therefore recommends that Senate approve the following resolution:

Be it resolved that Senate establish the permanent Department of Emergency Medicine.

(D) CHANGES IN DEGREE DESIGNATION – none

(E) INTER-UNIVERSITY PARTNERSHIPS

(F) OTHER – none

II. TO BE ENDORSED BY SENATE / PRESENTED TO SENATE FOR DISCUSSION – none

III. APPROVED BY APC IN THE NAME OF SENATE

(A) DEFINITIONS – none

(B) STUDENT EXCHANGE PARTNERSHIPS / CONTRACTS / INTERUNIVERSITY PARTNERSHIPS

Approved by APC on October 17th, 2019, and reported to Senate for information

KU Leuven (Belgium)

– Appendix C

At a meeting on October 17th, 2019, APC reviewed and approved the proposed partnership with KU Leuven in Belgium, which is consistently ranks among the top universities in world. Originally, the Faculty of Law proposed the exchange. Given the standing of KU Leuven in international rankings, the partnership has been widened to the entire university.

American University of Beirut

– Appendix D

At a meeting on October 17th, 2019, APC reviewed and approved the proposed partnership with American University of Beirut. Since McGill has only one partnership with a Middle-Eastern university, there is a need to broaden the scope to other universities in the area. The American University of Beirut is well-ranked internationally and has 130 programs leading to Bachelor's, Master's, MD, and PhD degrees. The language of instruction is primarily English.

Conservatorio Statale Giuseppe Verdi, Italy, – Schulich School of Music

– Appendix E

At a meeting on October 17th, 2019, APC reviewed and approved the proposed partnership between Conservatorio Statale Giuseppe Verdi in Italy and the Schulich School of Music of McGill. The Conservatorio Statale Giuseppe Verdi is a member of the Association Européenne des Conservatoires and one of the top conservatories in Italy. McGill will limit the number of students to three per academic year in both directions.

(C) OTHER - none

IV. FOR THE INFORMATION OF SENATE

A) ACADEMIC UNIT REVIEWS – none

B) APPROVAL OF COURSES AND TEACHING PROGRAMS

1. Programs

a) APC Approvals (new options/concentrations and major revisions to existing programs)

- i. New Programs- *none*
- ii. Major Revisions of Existing Programs- *none*

**b) APC Subcommittee on Courses and Teaching Programs (SCTP) Approvals
(Summary Reports: <http://www.mcgill.ca/sctp/documents/>)**

- i. Moderate and Minor Program Revisions
Approved by SCTP on October 5th, 2019 and reported to APC on October 17th, 2019

School of Continuing Studies

Professional Development Certificate in Front End Web Development (28 CEUs)

Certificate in Proficiency in English for Professional Communication (30 cr.)

Faculty of Engineering

B.S.E. (136-144 cr.)

Approved by SCTP on October 26th, 2019 and reported to APC on October 17th, 2019

School of Continuing Studies

Diploma in Professional Practice in Finance (30 cr.)

Professional Development Certificate in Back End Web Development (28 CEUs)

Professional Development Certificate in Full Stack Web Development (12 CEUs)

Professional Development Certificate in Project Management (33-35 CEUs)

Graduate and Postdoctoral Studies

Faculty of Medicine

Ph.D. in Microbiology and Immunology (0 cr.)

ii. Program Retirements

Approved by SCTP on October 5th, 2019 and reported to APC on October 17th, 2019

School of Continuing Studies

Professional Development Certificate in Front End Web Design and Development (28 CEUs)

Approved by SCTP on October 26th, 2019 and reported to APC on October 17th, 2019

School of Continuing Studies

Professional Development Certificate in Back End Web Design and Development (28 CEUs).

Professional Development Certificate in Full Stack Web Design and Development (12 CEUs).

Graduate and Postdoctoral Studies

Faculty of Agricultural and Environmental Sciences

M.Sc. in Microbiology; Environment (46 cr.).

Ph.D. in Microbiology; Environment (0 cr.).

Ph.D. in Parasitology; Environment (0 cr.).

Faculty of Science

M.Sc. in Mathematics and Statistics; Computational Science and Engineering (47 cr.).

2. Courses

a) New Courses

Reported as having been approved by SCTP on October 5th, 2019: 5

Faculty of Science: 3

School of Continuing Studies: 1

Faculty of Dentistry: 1

Reported as having been approved by SCTP on October 17th, 2019: 7

School of Continuing Studies: 5

Desautels Faculty of Management: 1

Faculty of Medicine: 1

b) Course Revisions

Reported as having been approved by SCTP on October 5th, 2019: 12

School of Continuing Studies: 6

Faculty of Dentistry: 1

Desautels Faculty of Management: 1

Faculty of Science: 4

Reported as having been approved by SCTP on October 17th, 2019: 14

School of Continuing Studies: 10

Faculty of Law: 1

Desautels Faculty of Management: 2

Faculty of Science: 1

c) Course Retirements

Reported as having been approved by SCTP on October 5th, 2019: 4

School of Continuing Studies: 3

Faculty of Dentistry: 1

Reported as having been approved by SCTP on October 17th, 2019: 14

School of Continuing Studies: 1

3. Other



(2017)

<p>1.0 Degree Title Please specify the two degrees for concurrent degree programs</p> <div style="border: 1px solid black; padding: 2px;">Professional Development Certificate</div>	<p>2.0 Administering Faculty/Unit</p> <div style="border: 1px solid black; padding: 2px;">School of Continuing Studies</div>
<p>1.1 Major (Legacy= Subject)(30-char. max.)</p> <div style="border: 1px solid black; padding: 2px;">Collaboration and Productivity</div>	<p>Offering Faculty/Department</p> <div style="border: 1px solid black; padding: 2px;">SCS/Career and Professional Development</div>
<p>1.2 Concentration (Legacy = Concentration/Option) If applicable to Majors only (30 char. max.)</p> <div style="border: 1px solid black; height: 20px;"></div>	<p>3.0 Effective Term of Implementation (Ex. Sept. 2004 = 200409) Term</p> <div style="border: 1px solid black; padding: 2px;">842001</div>
<p>1.3 Minor (with Concentration, if Applicable) (30 char. max.)</p> <div style="border: 1px solid black; height: 20px;"></div>	

4.0 Rationale for new proposal

Collaboration, creativity, communication, interpersonal and other “soft” skills are essential to both a successful professional career and to organizational effectiveness. Yet, these skills are rarely covered as part of academic or professional degree programs, which primarily focus on development of technical skills. Hence, SCS proposes to offer a comprehensive non-credit Professional Development program aimed at developing “T-shaped” professionals, who combine deep technical expertise with the ability to collaborate across disciplines. Adm.req: Applicants between the ages of 18-21 must have a min. of DCS, DEC, or equiv.; 21 years or older may be considered for admission as mature students.

5.0 Program Information
Please check appropriate box(es)

<p>5.1 Program Type</p> <p><input type="checkbox"/> Bachelor's Program</p> <p><input type="checkbox"/> Master's</p> <p><input type="checkbox"/> M.Sc. (Applied) Program</p> <p><input type="checkbox"/> Dual Degree/Concurrent Program</p> <p><input type="checkbox"/> Certificate</p> <p><input type="checkbox"/> Diploma</p> <p><input type="checkbox"/> Graduate Certificate</p> <p><input type="checkbox"/> Graduate Diploma</p> <p><input type="checkbox"/> Ph.D. Program</p> <p><input type="checkbox"/> Doctorate Program (Other than Ph.D.)</p> <p><input type="checkbox"/> Private Program</p> <p><input type="checkbox"/> Off-Campus Program</p> <p><input type="checkbox"/> Distance Education Program (By Correspondence)</p> <p><input checked="" type="checkbox"/> Other (Please specify)</p> <p>Professional Development Certificate</p>	<p>5.2 Category</p> <p><input type="checkbox"/> Faculty Program (FP)</p> <p><input type="checkbox"/> Major</p> <p><input type="checkbox"/> Joint Major</p> <p><input type="checkbox"/> Major Concentration (CON)</p> <p><input type="checkbox"/> Minor</p> <p><input type="checkbox"/> Minor Concentration (CON)</p> <p><input type="checkbox"/> Honours (HON)</p> <p><input type="checkbox"/> Joint Honours Component (HC)</p> <p><input type="checkbox"/> Internship/Co-op</p> <p><input type="checkbox"/> Thesis (T)</p> <p><input type="checkbox"/> Non-Thesis (N)</p> <p><input type="checkbox"/> Other</p> <p>Please specify</p>	<p>5.3 Level</p> <p><input type="checkbox"/> Undergraduate</p> <p><input type="checkbox"/> Dentistry/Law/Medicine</p> <p><input checked="" type="checkbox"/> Continuing Ed (Non-Credit)</p> <p><input type="checkbox"/> Collegial</p> <p><input type="checkbox"/> Masters & Grad Dips & Certs</p> <p><input type="checkbox"/> Doctorate</p> <p><input type="checkbox"/> Post-Graduate Medicine/Dentistry</p> <p><input type="checkbox"/> Graduate Qualifying</p> <p><input type="checkbox"/> Postdoctoral Fellows</p>
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5.4 FQRSC (Research) Indicator
(for GPS) Yes ___ No ___

5.5 Requires Resources
Yes ___ No X

6.0 Total Credits/CEUs

22 – 25 CEUs

7.0 Consultation with Related Units

Yes X	No
Financial Consult	Yes No X

Attach list of consultations.

8.0 Program Description (Maximum 150 words)

This non-credit Professional Development Certificate program aims to develop "T-shaped" professionals equipped with an essential blend of competencies and skills required to succeed in any modern collaborative workplace environment. Focus is placed on systems and design thinking, creativity, innovation, communication, and interpersonal skills.

The program is offered in English and must be completed within 2 years.

9.0 List of proposed program for the New Program/Major or Minor/Concentration.

If new concentration (option) of existing Major/Minor (program), please attach a program layout (list of all courses) of existing Major/Minor.

Proposed program (list courses as follows: Subj Code/Crse Num, Title, Credit weight under the headings of: Required Courses, Complementary Courses, Elective Courses)

Professional Development Certificate in Collaboration and Productivity (22 – 25 CEUs)

Required Courses (19 CEUs)

YCBS 216 Interpersonal Skills for Professionals (4.5 CEU)

YCBS 259 Systems Thinking and Modelling (6 CEU)

YCBS 276 Innovation and Creativity for Entrepreneurs (4 CEU)

YCCM 208 Professional Writing in Business (4.5 CEU)

Complementary Course (3-6 CEUs)





YCBS 110 Current Trends in Digital Communications (4.5 CEU)

YCBS 204 Effective Public Speaking (6 CEU)

YCBS 221 Leading Sustainable Change (6 CEU)

YCBS 243 Introduction to Business Analytics & Data Modelling (4 CEU)

YCBS 254 Introduction to Agile Project Management (3 CEU)

10.0 Approvals			
Routing Sequence	Name	Signature	Date
Department	Inna Popova, Director, CPD Non-Credit Programs		28 May 2019
Curric/Acad Committee	Carmen Sicilia, Associate Dean		Aug. 15/2019
Faculty 1	Alejandro Gutierrez Lopez, Faculty Lecturer		Aug 19/2019
Faculty 2	Carola Weil, Dean of Continuing Studies		16 Aug 2019
Faculty 3			
SCTP			SEPT. 5, 2019
GS			
APPC		APC	October 17, 2019
Senate			

SCTP
APPROVED

Submitted by

Name

Phone

Email

Submission Date

To be completed by ARR:

CIP Code



Executive Summary
New Non-Credit Program Proposal
Professional Development Certificate in
COLLABORATION & PRODUCTIVITY



Abigail Posner, Director of Strategy, Content & Production, Google's Brand Unit at the 8e Congrès du Conseil Interprofessionnel du Québec, Montreal, 12 September 2019: REINITIATING OUR INNATE CREATIVITY FOR BETTER PRODUCTIVITY AND GROWTH

In their study of eight international competency frameworks for 21st century, Voogt and Roblin (2012) concluded that – ultimately - the frameworks seem to converge on a common set of 21st century competences: collaboration, communication, ICT literacy, and social and/or cultural competencies (including citizenship). Most frameworks also mention creativity, critical thinking, productivity, and problem-solving.¹

Our current education system is designed to produce highly specialized (“I-shaped”) professionals. From schools to colleges to universities, majority of programs are organized and taught by specific discipline: engineering, finance, computer science, marketing, etc. leaving no room for development of such ‘soft’ transferable skills and competencies as collaboration, communication, creativity and innovation. However, with rapid advances in technology, narrow expertise is becoming very short-lived in our digital economy, which increases the pressure to develop transferable (soft) and transversal (cross-sectoral) skills. In the World Economic Forum article “These are the most important skills you need to be successful in the modern workplace”, Jeremy Auger, a co-founder and chief strategy officer of training company D2L, points out that the average lifespan of a tech skill now is roughly 18 months. The skills that are most likely to stand the test of time are the more ‘durable’ cross-functional skills.

According to the RBC’s 2018 “Humans Wanted” report, based on one of the biggest labour force data research projects in Canada, more than 25% of Canadian jobs will be heavily disrupted by technology in the coming decade. RBC’s research project assessed 20,000 skills rankings across 300 occupations and 2.4 million expected job openings showed an increasing demand for foundational skills such as critical thinking, co-ordination, social perceptiveness, active listening and complex problem solving.

¹ Joke Voogt & Natalie Pareja Roblin (2012) A comparative analysis of international frameworks for 21st century competences: Implications for national curriculum policies, *Journal of Curriculum Studies*, 44:3, 299-321, DOI: 10.1080/00220272.2012.668938



According to LinkedIn data, The Soft Skills Companies Need Most in 2019 are 1) creativity, 2) persuasion, 3) collaboration, 4) adaptability and 5) time management. “The rise of AI is only making soft skills increasingly important, as they are precisely the type of skills robots can’t automate. That’s why 57% of senior leaders today say soft skills are more important than hard skills”, says Paul Petrone, Head of Academic and Government Marketing, LinkedIn Learning.

Therefore, to help Canadian workforce become truly ‘robot-proof’, the School of Continuing Studies is proposing to offer a new non-credit professional development program – *Professional Development Certificate in Collaboration and Productivity* – which aims to develop “T-shaped” professionals equipped with an essential blend of cross-functional transferable competencies and skills required to succeed in any modern collaborative workplace environment.

OTHER UNIVERSITY PROGRAMS

- MIT Certificate in Intelligent Teams and Networks: Communication and Collaboration <https://emeritus.org/management-certificate-programs/intelligent-teams-networks/>
- University of Michigan, T-Academy: <http://tsummit.org/>

Target Audience

Whether you are just entering the complex world of work, growing professionally with increasing responsibility, transitioning from a technical to a leadership role, or facing your next professional challenge, this career-enhancing program is designed to provide the competitive edge you need to set yourself apart and help you thrive in the complex constantly changing economic environment.

PROPOSED PROGRAM STRUCTURE

4 Required courses (19 CEUs)

1. YCBS 216 - Interpersonal Skills for Professionals (4.5 CEUs)

Personality and communication styles, active listening and intentional responding, feedback and coaching, workplace diversity and intercultural aspects of communication, emotional intelligence, conflict resolution, working with and influencing others; Teamwork and team dynamics, Leading and influencing others, facilitation & presentation skills.

2. YCBS 259 – Systems Thinking and Modelling (6 CEUs)

Fundamentals of systems thinking, modelling, and change; structure and behaviours of dynamic systems; tools for systems thinking; tools for modelling dynamic systems; solving challenges and problems in organizations with systems thinking.

3. YCBS 276 - Innovation and Creativity for Entrepreneurs (4 CEUs)

Creative & collaborative tools, business model innovation, opportunity forecasting methods, design and development of new products and services, design thinking.

4. YCCM 208 - Professional Writing in Business (4.5 CEUs)

Writing effective business documents – reports, proposals, project plans – to inform, persuade and motivate others.

PLUS



1 Complementary course from the following courses (3 – 6 CEUs):

- YCBS 110 - Current Trends in Digital Communications (4.5 CEU)
- YCBS 204 – Effective Public Speaking (6 CEU)
- YCBS 221 - Leading Sustainable Change (6 CEU)
- YCBS 243 - Introduction to Business Analytics & Data Modelling (4 CEU)
- YCBS 254 - Introduction to Agile Project Management (3 CEU)

Pre-requisites

None

Admission Requirements

As per minimum admission requirements of the School of Continuing Studies:

- Applicants must be 18 years of age or older
- Applicants between the ages of 18-21 must have a minimum of:
 - Applicants from Quebec : DCS, DEC, or the equivalent²
 - Applicants from other Canadian Provinces: 1 year of full-time university
 - International applicants: Equivalent of the 1 year of full-time university

Applicants who are 21 years of age or older may be considered for admission as mature students.

² Equivalent: 1 year of full time university studies.



REFERENCES

Joke Voogt & Natalie Pareja Roblin (2012) A comparative analysis of international frameworks for 21st century competences: Implications for national curriculum policies, *Journal of Curriculum Studies*, 44:3, 299-321, DOI: 10.1080/00220272.2012.668938

[IDEO CEO Tim Brown: T-Shaped Stars: The Backbone of IDEO's Collaborative Culture](#)

[Kristin Shackelford, SkillSoft White Paper, Tee-Up for Continuous Adaptability, Tee-Up to Innovate](#)

[T-Shaped Innovators: Identifying the Right Talent to Support Service Innovation](#)

[T-shaped Learning for the New Technologist, NEF White Paper 2012 \(now STEM Foundation\)](#)

World Economic Forum. Future of Jobs 2018 - Workforce Trends and Strategies for the Fourth Industrial Revolution <https://wef.ch/2xbw0HW>

CONSULTATIONS

[Karine Roy](#)

Lead, Learning & Organizational Development, Element^{AI}

"Thanks for sharing this Inna. This is a very interesting program targeting important and key skills for sure."

[Nathalie-Michèle Sylvain, ACC](#)

Course Lecturer, Organizational Behaviour, Change Management, Talent & Performance Management

"I think the program would be very relevant today. In my practice, I see many many highly specialized individuals who do not have any soft skills. Their knowledge stays with them - rather than being shared effectively with their colleagues. This results in great missed opportunities for organizations. I like how it is structured. This program does sound very interesting."

[Liz Campbell, CHRP](#)

President and Senior Partner at LC Human Resources Consulting and Recruiting Services
Course Lecturer, HR Programs

"The program definitely speaks to what is right around the corner. Please take a minute to view this video: [Shift Happens 2019](#). I will forward you the comments from my contacts."



McGill

MEMORANDUM

OFFICE OF STUDENT LIFE AND LEARNING

Fabrice Labeau
Deputy Provost (Student Life and Learning)
James Administration Building
Tel: (514) 398-3109
Fabrice.labeau@mcgill.ca

TO: Members of Academic Policy Committee (APC)
Cc: Yasmine, Academic Program Officer

FROM: Fabrice Labeau, Deputy Provost (Student Life and Learning)

DATE: October 17, 2019

SUBJECT: Student Exchange Partnership – *KU Leuven*

FOR : Decision

Purpose:

McGill Abroad is seeking approval for the establishment of a university-wide student exchange agreement with the KU Leuven in Leuven, Belgium.

Background: **KU Leuven**

KU Leuven is a leading research university in the Dutch-speaking town of Leuven in Flanders, Belgium. In addition to its main campus in Leuven, KU Leuven boasts fourteen campuses spread across 10 cities in Flanders including Antwerp, Ghent and Brussels. Its fifteen faculties are clustered into three groups: Humanities and Social Sciences; Sciences, Engineering and Technology; and Biomedical Sciences, while research activities are organized by the departments and research groups. Each of these groups has a doctoral school for its doctoral training programmes. KU Leuven consistently ranks among the top universities in the world: in 2019 it ranked 48th globally in the *Times Higher Education* rankings, and 93rd in the *Academic Ranking of World Universities*. It is the largest university in Belgium and has more than 58,000 students.

The proposal for an exchange was initiated by the Faculty of Law with the rationale that there currently isn't an exchange partnership with a top-ranked institution in Belgium well-suited for law students. As a top ranked institution offering a full suite of undergraduate and postgraduate degree programmes with extensive links around Europe and the rest of the world, they are ideally placed to offer our students an enriched legal education opportunity with possibility of studying in French and English. As Belgian students often command both French and English very well, this partnership allows them to fully immerse themselves in the BCL,LLB bilingual program and Quebec.

Given the standing of KU Leuven in international rankings, the comprehensiveness of its programs, and the number of campuses across diverse cities, we would like to enter into a general, university-wide partnership.

Prior consultations/approvals:

Faculty of Law

Faculty of Arts

McGill Abroad, Office of Student Life and Learning

Next steps:

For APC discussion and decision. If approved, then a student exchange agreement will be concluded.

Resources:

<https://www.kuleuven.be/english/>



McGill

MEMORANDUM

OFFICE OF STUDENT LIFE AND LEARNING

Fabrice Labeau
Deputy Provost (Student Life and Learning)
James Administration Building
Tel: (514) 398-3109
Fabrice.labeau@mcgill.ca

TO: Members of Academic Policy Committee (APC)
Cc: Yasmine, Academic Program Officer

FROM: Fabrice Labeau, Deputy Provost (Student Life and Learning)

DATE: October 17, 2019

SUBJECT: Student Exchange Partnership – *American University in Beirut*

FOR : Decision

Purpose:

McGill Abroad is seeking approval for the establishment of a university-wide student exchange agreement with the American University in Beirut, Lebanon.

Background:

American University in Beirut

Founded in 1866, the American University of Beirut is a teaching-centered research university based on the American liberal arts model of higher education. The University, which was granted institutional accreditation in June 2004 by the Commission on Higher Education of the Middle States Association of Colleges and Schools in the United States and reaffirmed in 2016, includes seven faculties: Agricultural and Food Sciences, Arts and Sciences, Engineering and Architecture (Maroun Semaan Faculty), Health Sciences, Medicine, Nursing (Rafic Hariri School), and Business (Suliman S. Olayan School). It is one of the most prestigious universities in the Middle East, securing the top spot in the Arab region in the 2019 *QS World University Rankings*.

AUB currently offers more than 130 programs leading to the bachelor's, master's, MD, and PhD degrees. AUB has over 9,000 students and over 1,200 instructional faculty members. The language of instruction is English, except for courses in the Arabic Department and other language courses.

The proposal for an exchange was largely initiated by student interest as expressed by a large number of independent study abroad applications, particularly by students in the Institute of Islamic Studies who are looking for study abroad destinations that complement their McGill academic program. Since McGill currently has only one student exchange partnership in the Middle East, Boğaziçi University in Turkey, we clearly need to broaden the scope of partnerships in this area of the world. AUB is a good fit: it has a wider and broader course curriculum in fields related to the Arab world that are taught from a Middle Eastern

perspective, offers an Arabic language program with more advanced courses that our students can benefit from and has a system that is similar to the North American one that will allow for the easy articulation of equivalencies. From a security viewpoint, AUB is a very secure campus that falls outside any of the Government of Canada's regional travel advisories in Lebanon. Several faculty from the Institute of Islamic Studies visit yearly and have a number of research connections and contacts.

Internationally well-ranked, with an increasing international presence and being a high interest location that is easy to access, we would like to enter into a general, university-wide partnership with AUB.

Prior consultations/approvals:

Faculty of Arts

Institute of Islamic Studies

McGill Abroad, Office of Student Life and Learning

Next steps:

For APC discussion and decision. If approved, then a student exchange agreement will be concluded.

Resources:

<http://www.aub.edu.lb/>



MEMORANDUM

TO: Professor Christopher Manfredi
Provost and Vice-Principal Academic
Chair of Academic Promotions Committee (APC)

FROM: David Eidelman, M.D., CM
Vice-Principal (Health Affairs)
Dean of Medicine

DATE: October 2, 2019

SUBJECT: Request to establish the Department of Emergency Medicine

For: information discussion **decision**

Dear Professor Manfredi:

Further to my request in April 2018 with a request to establish a provisional Department of Emergency Medicine, I am putting forward a request to the Academic Promotions Committee (APC) to consider and approve a request to change the status previously approved by APC, Senate and the Board of Governors from a *provisional* to a *permanent* Department of Emergency Medicine.

Background and Rationale/issues to address

In May 2018, the provisional Department of Emergency Medicine was established and took over an informal process that had existed at McGill for many years. The provisional Department provided a governance structure and strategic vision toward the fulfillment of the academic mission. A permanent Department of Emergency Medicine will have the authority and credibility required to marshal in further development.

There can be no greater role for a clinical academic department than that of being entrusted with the responsibility of training the doctors of tomorrow and the Department of Emergency Medicine is responsible for the training of upwards of 180 medical students and 50 residents in the emergency departments of McGill's affiliated hospitals and distributed teaching sites.

The provisional departmental structure has already provided greater accountability and engagement with respect to the accreditation process at the undergraduate (MDCM student) and post-graduate (resident) levels, owing to the direct involvement of the Chair during the postgraduate medical education accreditation visits of March and May 2019, respectively. Furthermore, the Department of Emergency Medicine will play an important role in supporting the academic mission of the Faculty of Medicine at the Outaouais campus in Gatineau, which is set to open in the fall of 2020.

The provisional Department of Emergency Medicine has demonstrated the need for such a permanent academic structure in support of the students, the physicians and the academic mission of the Faculty of Medicine.

Alignment with mission and strategic priorities

McGill is the last of the 17 Canadian universities with medical schools to have an officially recognized academic home for Emergency Medicine. Once full departmental status is granted to Emergency Medicine at McGill, the national portrait will be complete: 58% of Emergency Medicine units will have full Departmental status, 18% will have joint status and 24% will have the status of division/section.

Consultations

Subsequent to an external review in 2016, a broad consultation process was undertaken which included strategic discussions at all levels of internal governance within the Faculty of Medicine. With the establishment of the provisional Department of Emergency Medicine, the Chair participated in all executive meetings within the Faculty's governance structure.

Dr. James Martin, Chair, McGill Department of Medicine, agreed to act as a mentor and to provide guidance on the role of Chair to Dr. Afilalo, interim Chair of the provisional Department of Emergency Medicine. Subsequently, Dr. Afilalo began a comprehensive and thorough consultation process with the McGill academic leadership.

Risk factors

We believe there is no risk factors associated to this request. Conversely, we believe that not granting permanent Department status will continue to be a risk for issues that exist in the learning environment. As I stated in my memo to request provisional status, there is often confusion as to whom is best placed to handle issues of learner mistreatment, given that the hospital EM Chief will be very familiar with the professor and the EM environment, whereas the academic Chair with whom the EM clinician is affiliated, is not (currently in another discipline either Medicine or Family Medicine).

Impact of Decision, next steps

The establishment of a permanent Department of Emergency Medicine at McGill University will provide, for the first time, a university home for the educational and research activities of academic emergency physicians. This will bring McGill into alignment with national standards,

improve the quality of our educational programs and set the stage for McGill to take its proper leadership in emergency medicine research.

Following approval by APC, then Senate and the Board of Governors, the interim Chair of the Department of Emergency Medicine will immediately adjust all internal and external communication media (including website and Faculty letterhead, etc.) to reflect the new department status. We will ensure communication of a succinct but impactful supporting statement as to the purpose and intent of this change.

Formal and final approval of this department will be announced at the first Faculty of Medicine Faculty Council meeting scheduled for 2020 and communicated via med-E news and other news media within the Faculty of Medicine.

On behalf of the Faculty of Medicine, I hope that the APC will be favorable to our request.

Sincerely,

David Eidelman, M.D., C.M.

Proposal for the Department of Emergency Medicine, McGill University

Marc Afilalo MD, MCFP(EM), CSPQ, FACEP, FRCP
Professor and Chair, Provisional Department of Emergency Medicine, McGill University
Director, Emergency Department, Jewish General Hospital

September 2019

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Proposal for the Department of Emergency Medicine, McGill University

Introduction

The goal of this proposal is to obtain approval for the establishment of a Department of Emergency Medicine, McGill University. A description of the process leading to the provisional Department of Emergency Medicine, along with the milestones achieved in the establishment of a separate and distinct academic department, including a detailed listing of academic staff, the budgetary implications and supporting documentation follow.

The Department of Emergency Medicine needs to speak with one voice. Prior to the creation of the provisional department, Emergency Medicine physicians were dispersed between two academic departments (Family Medicine and Medicine) and across various hospital sites. The interim Chair of the provisional Department of Emergency Medicine has implemented mechanisms for the sharing of best practices, alignment of evaluation of faculty and establishing a governance structure to capitalize on the expertise within the multiple clinical sites.

Further to the Academic Policy Committee (APC) approving the creation of the provisional Department of Emergency Medicine, followed by subsequent approvals by the Senate and the Board of Governors in May 2018 ([Appendix 1](#)), the Department of Emergency Medicine has accomplished the following:

1. June 2018: Administrative personnel are assigned to support departmental endeavors
2. As of Academic Year 2018: Chair actively participates in Faculty of Medicine Leadership meetings (Faculty Leadership Commons, bi-monthly Clinical Chairs meetings, quarterly Faculty Council meetings, frequent and regular interactions with the Dean)
3. As of Academic Year 2018: Chair consults widely with key academic leaders
4. October 2018: Executive Committee is established
5. December 2018: Activation of Department-wide communications tool (McGill Listserv)
6. January 2019: Harmonization of annual academic performance evaluation of emergency medicine physicians across all sites (the McGill University Health Centre, the Jewish General Hospital, St. Mary's Hospital Centre and the Lakeshore General Hospital).
7. February 2019: Departmental launch event at Faculty Club
8. March 2019: Departmental Promotions Committee (DPC) is established
9. April 2019: Information session for the DPC led by Dr. James Martin (Chair, Department of Medicine)
10. May-September 2019: Consultation with Dean's Senior Advisor on proposal to APC

11. May-September 2019: Executive Committee develops governance structure which includes proposals for the terms of reference for various committees that will be constituted in academic year 2019-20
12. August-September 2019: Departmental Promotions Committee reviews promotion dossiers of 14 Emergency Medicine physicians
13. September 2019: First meeting of working group on Development of Academic Practice Plan (taxation of clinical earnings)
14. September 2019: Departmental Website Working Group is established

Name of the Proposed Department

Department of Emergency Medicine

Name of the Proposed Chair

Dr. Marc Afilalo

A Department of Emergency Medicine

Preamble

Emergency Medicine (EM) was recognized as a specialty in the US in 1979, in Canada in 1982 by the Royal College (RC) and in Quebec in 1998. The first residency program in EM in the world was in the US at the University of Cincinnati and the second was at McGill in 1973. EM special competency through a third year of training was established in Canada in 1986 by the Canadian College of Family Physicians (CCFP). Since then, the McGill program has had more graduates than any other program in Canada.

There are two training pathways for becoming an EM physician – via the CCFP-EM program (Family Physicians) and via the Royal College program (Specialists).

Emergency care is a significant and a growing need for our population. In Montreal:

- The volume of Emergency Department visits has increased by 19% in the last 10 years, reaching 718,338 visits in 2017-2018.
- McGill institutions received 43% of all visits in 2017-2018.

Emergency Departments have become the main entry door to McGill hospitals in terms of hospitalizations. At the McGill University teaching hospitals, 50 to 70% of all hospitalizations originate from the Emergency Department.

In September 2016, the Faculty of Medicine commissioned an academic consultation for Emergency Medicine, led by Dr. Ian Stiell, member of the Canadian Association of Emergency Physicians (CAEP). His first and main recommendation was that McGill should create a new, independent Department of Emergency Medicine as soon as requirements could be met by the Emergency Medicine faculty.

A McGill Department of Emergency Medicine that groups all Emergency Medicine-trained physicians under one governance structure will effectively expand the McGill community and advance the academic agenda in the field of emergency medicine. An academic home for emergency physician clinicians, educators and researchers that creates a critical mass greater than the sum of the parts will consolidate activities that are currently fragmented across all hospital sites, thereby enhancing the transfer of knowledge and the sharing of best clinical practices.

The Department of Emergency Medicine will be a place where we can collaborate to design and deliver innovative programs, strengthen our accomplishments to date, identify new opportunities for collaborative, interdisciplinary research, enhance community outreach and involvement, and increase McGill's national and international profile in emergency medicine education and research.

Consultation Process

Dr. James Martin, Chair, McGill Department of Medicine, agreed to act as a mentor and to provide guidance on the role of Chair to Dr. Afilalo, interim Chair of the provisional Department of Emergency Medicine. Subsequently, Dr. Afilalo began a comprehensive and thorough consultation process with the McGill academic leadership.

A list of the leadership consulted is summarized in [Appendix 2](#), along with letters of support in [Appendix 3](#).

A timeline of the milestones for the development of our proposal is summarized in [Appendix 4](#).

Founding Event

A successful event was held at the Faculty Club on February 27, 2019, bringing together over 60 members from across all sites. The Executive shared its vision for the new departmental structure, which focuses on education, staff development and integration of clinical practice across sites and the development of evidence-based research, driving innovation and facilitating cross-site improvements and cohesiveness, ultimately leading to the department's sustainable growth and future development.

Achievements to Date

Annual Academic Performance Evaluation of Emergency Medicine Physicians

In December 2018, as part of the strategic vision to implement consistent structures within the Department of Emergency Medicine, an exercise was undertaken to harmonize the annual academic performance evaluation process for both Family Physician-trained (CCFP-EM) and Specialty-trained (RC) physicians. In early 2019, training sessions were provided by Dr. Jean-Marc Troquet (Chief of the Emergency Department, McGill University Health Centre), to Emergency Medicine physician evaluators new to the annual evaluation exercise so as to ensure consistency in the process across the various sites. One hundred and one (101) emergency physicians participated in the annual evaluation exercise. The completion rate was 94%.

Departmental Promotions Committee - Physicians applying for Promotion

Emergency Medicine physicians applying for promotions are now channeled through the newly formed Emergency Medicine Departmental Promotions Committee (DPC), whose members not only have regular interactions with the concerned faculty, but also first-hand knowledge of and appreciation for Emergency Medicine accomplishments, thus they are better suited to review, evaluate and make recommendations to the Department Chair regarding the physicians being considered for promotion.

To facilitate this process, the Department of Emergency Medicine organized a training session led by Dr. James Martin on April 3, 2019 to familiarize members of the newly formed Departmental Promotions Committee with the review process and the elements required for promotion.

In addition, the Department of Emergency Medicine organized an information session in collaboration with McGill Teaching and Learning Services (TLS) on May 2, 2019 to guide emergency medicine physicians on how to prepare their teaching portfolios for inclusion in their promotion dossiers.

Fourteen (14) emergency physicians (~10% of total membership) have put forward their candidacy to be considered for promotion for the fall 2019 round. Ten of the fourteen (~71%) are Faculty Lecturers seeking promotion to the rank of Assistant Professor and four (~29%) are applying for promotion to the rank of Associate Professor.

Another call will be initiated for the spring 2020 round and, on the basis of feedback received to date, it is expected that a further 10% will be preparing dossiers for consideration. In preparation, the Department will be organizing a second information session in conjunction with Teaching and Learning Services – in late fall 2019 – to ensure faculty members are well-prepared.

Faculty Development

The Department of Emergency Medicine has nominated a Faculty Development leader to support faculty members in improving their teaching and assessment skills.

The departmental Faculty Development leader's mandate is to liaise regularly with the Faculty Development Office to conduct needs assessments, design appropriate faculty development initiatives and programs, participate as facilitator/speaker, ensure an optimal delivery of faculty development activities, and engage in faculty development scholarship.

The next step in this endeavor consists of appointing a Director of Faculty Development along with faculty development leads in each of its academic teaching sites, including the satellite campus in Outaouais (Gatineau). This would facilitate faculty development in a department with distributed faculty members across a large territory in the province.

Outreach

The Executive is in process of completing a needs assessment of the clinical teaching sites that are part of RUIS McGill (McGill's Integrated University Health Network) including the Lakeshore General Hospital, Lachine Hospital, Lasalle Hospital, the Inuit Territories of Québec (Nunavik)

and the geographically distributed campus in the Outaouais Region (Gatineau) to determine the distinct needs and levels of involvement with our academic department vis à vis recruiting, building capacity through continuing medical education and faculty development, ultrasound, leadership, mentoring and incorporating these groups into the academic department.

The Department of Emergency Medicine will play a key role in the development of integrated training corridors that will promote health education and service delivery throughout the distributed McGill network.

Growth of the Department

The Provisional Department of Emergency Medicine has taken over an informal process that has existed at McGill for many years by providing a governance structure and strategic vision. An independent Department of Emergency Medicine will have the authority and credibility required to marshal in further development. The growth of the Department will be dependent on a confluence of successes and achievements.

The following section provides a preliminary description and timeline for each of the next three phases in the development of the Department.

Phase 1 – Preliminary Description and Timeline

Academic Year 2019-2020

- Consolidation of the governance structure.
- Focus on achieving all accreditation-related educational objectives.
- Strategic planning exercise.
- Exploration of fundraising opportunities.

Phase 2 – Preliminary Description and Timeline

Academic Year 2020-2021

- The focus on education will continue, but will be further developed to identify opportunities for resident research.
- Department-wide Faculty Development plan to be designed and implemented.
- The first cohort of trainees begins in the new Informatics Fellowship program.
- Implementation of Phase I (or pilot project) of an Academic Practice Plan.
- Further development of revenue-generating initiatives.

Phase 3 – Preliminary Description and Timeline

Academic Year 2021-2022

- Continued focus on education and resident research, but will be further developed to include opportunities for enhancing staff research skills.
- Development of collaboration with Gatineau campus.

- Planning for the International Emergency Medicine conference to be hosted by McGill in 2025.

Description of the Department

Mission, Vision & Goals

The mission of the McGill Department of Emergency Medicine is to increase McGill's national and international profile in emergency medicine education and research.

Once full departmental status has been granted, a strategic planning exercise will take place where the elaboration of formal mission and vision statements will be pursued in consultation with the membership.

The following key goals are currently driving the development of the department:

- Prioritize the focus on education, to improve the learning environment for all trainees.
- Engage with McGill Faculty Development, to enhance staff teaching skills.
- Develop wellness programs, to reduce stress among practitioners and trainees.
- Integrate clinical practice across sites, to break down silos and share best practices.
- Develop evidence-based medicine, to promote knowledge transfer.
- Identify opportunities for collaborative research, to drive scholarship and innovation.
- Enhance community outreach, to support underserved populations.

Membership

Faculty Members

There are currently 135 faculty members in the Department of Emergency Medicine, comprised of staff that previously held primary academic appointments either in the Department of Family Medicine (CCFP-EM trained physicians) or the Department of Medicine (Royal College specialty-trained physicians). Consolidation of all Emergency Medicine physicians' appointments into one academic department was possible following the creation of a new organizational code for the Department of Emergency Medicine. The distribution according to rank and primary clinical location is summarized in [Appendix 5](#).

Process for becoming a Member

The process for becoming a member in the Department of Emergency Medicine is driven by two key factors: training and location of clinical activity. All physicians who have been trained in Emergency Medicine – either via the Family Medicine (CCFP-EM) or Royal College (RC) route - are eligible for membership. Secondly, all Emergency Medicine-trained physicians who work at one of the primary McGill affiliated teaching hospitals are eligible for membership, as are those who work in accredited teaching sites that receive McGill trainees.

The process of integrating physicians working in Gatineau where McGill students and (eventually) residents train, into the Department of Emergency Medicine is in progress.

Governance

Upon being granted provisional Departmental Status, the interim Chair of the Department was invited to and began participating in Faculty Leadership meetings, namely the monthly Faculty Leadership Commons, the bi-monthly Clinical Chairs meetings, the quarterly Faculty Council meetings, as well as frequent and regular interactions with the Dean.

An Executive Committee was quickly constituted. The first meeting of the Department of Emergency Medicine Executive Committee was held on October 15, 2018. Meetings have been held at two-to-four week intervals.

Executive Committee

The members of the Executive Committee include the Department Chair, the Emergency Department Chiefs from the affiliated hospitals – the McGill University Health Centre (MUHC), the Jewish General Hospital (JGH) the CIUSSS-CODIM (Lakeshore General Hospital and St. Mary's Hospital) - and a Consultant Emeritus named by the Chair.

The Executive Committee is in the process of being expanded to include Associate Chairs. The Associate Chairs will be selected by the Executive Committee from the pool of individuals who responded to the “Calls for Participation” that were disseminated to the membership via the departmental ListServ in June and September 2019.

The Associate Chairs will each lead a Committee tasked with implementing objectives related to the specific portfolios they represent and which form the structural pillars of the department, namely: Research, Innovation, Education, Academic Affairs (led by the Chair of the Department), and Clinical Practice.

Proposed Terms of Reference for the Department of Emergency Medicine Executive Committee are found in [Appendix 6](#).

Once the Department of Emergency Medicine Executive Committee has been fully constituted, additional Terms of Reference - for the Committees led by Associate Chairs - will be finalized.

The timeline for completing the expansion of the Executive Committee and the finalization of all Terms of Reference is early 2020.

Page 1 of [Appendix 7](#) shows the organizational chart (organigram) of the department; page 2 details the areas of activity that support the following four key pillars – Research, Innovation, Education, and Clinical Practice.

Research Committee

The Research Committee, led by an Associate Chair, has the mandate to develop the research agenda of the department. Chief among the priorities for research are the identification of opportunities for collaboration on internal projects (across sites and between departments) and engagement with external stakeholders for participation in extramural projects.

The phenotype of the current cohort of departmental members differs from that which is found in the basic science departments. The recruitment of emergency physician(s) with research training is a definite priority however the development of research capacity in the shorter term

will depend on joint research projects, strong scientific infrastructure support (epidemiologists, statisticians, research assistants) and the provision of “protected time” to attending staff who are interested in acquiring the skill sets needed for building research expertise.

Crucially important to the future of research in the Department of Emergency Medicine is the fostering of research opportunities for residents through education, training and mentorship. The Research Committee and Education Committee will pursue an integrated approach for developing resident research opportunities. The introduction of an Emergency Medicine Research Fellowship Program may also be explored.

In the longer term, a feasibility study for the creation of a graduate studies program is on the horizon, with the ultimate goal of making the McGill Emergency Department recognized as a leader in Quebec, Canada and beyond by the quality of its publications and by its peer-reviewed grants.

Innovation Committee

The Innovation Committee, led by an Associate Chair, has the mandate to identify and implement strategies for the promotion of innovation. The Innovation Committee will consult broadly to ascertain which mechanisms are best suited to drive innovation forward in the Department. The areas of focus of particular interest in the Department of Emergency Medicine are: artificial intelligence, big data, machine learning, acute geriatrics, telehealth, and hospital-at-home.

Education Committee

The Education Committee, led by an Associate Chair, has the mandate of overseeing all teaching activities taking place within the department with a view to increase the interaction between the two training tracks (CCFP-EM and RC) so as to develop common training objectives and ensure uniformity in the training offered at the different sites and to optimize the clinical exposure of students/residents/fellows.

Five (5) areas of focus have been identified: Medical Education writ large (Undergraduate Medical Education, Postgraduate Medical Education and non-emergency medicine trainees, other health professionals, and fellowships), Staff Continuing Medical Education (enhanced teaching), Staff Professional Development (maintenance of clinical expertise), Staff Well-Being and Simulation.

Subcommittees will be created to pursue objectives related to the aforementioned areas of focus. The lead of each education subcommittee is a faculty member who will be selected by the Executive Committee.

Clinical Practice Committee

The Clinical Practice Committee, led by an Associate Chair, has the mandate of uniting Emergency Medicine efforts across all McGill sites so as to continuously improve the delivery of care provided to patients by focusing on evidence-based knowledge and knowledge translation, thereby enhancing McGill’s reputation as leader in the field and expanding its reach to other institutions and organizations, nationally and internationally.

The Clinical Practice Committee is further divided into seven (7) subcommittees each of which will be led by a faculty member, assigned by the Executive Committee.

The mandates of the subcommittees reflect the specialty concerned, including: (1) Protocols & Guidelines; (2) Point-of-care ultrasound; (3) Resuscitation & Trauma (4) Toxicology; (5) Disaster Planning & Pre-hospital care; (6) Emergency Department Operations & Crowding, and (7) Health Informatics.

Recent examples of collaboration between the McGill Emergency Department hospital sites have led to the implementation of a McGill Emergency Medicine Diagnostic Pathway for Evaluation of Suspected Pulmonary Embolism and the development of a diagnostic algorithm (High Sensitivity Troponin Diagnostic Algorithm).

Academic Affairs Committee

The Academic Affairs Committee is led by the Chair of the Department. The Academic Affairs Committee assesses and reviews new academic appointments and reappointments of clinical faculty. Although there is close collaboration between the McGill Department of Emergency Medicine and the hospital Directorates of Professional Services, the Academic Affairs Committee is not directly responsible for hospital-related matters.

The Chair of the Department regularly meets with the Vice-Dean, Faculty Affairs to consult on academic matters including appointments, disciplinary issues, promotions, etc. When appropriate, the Chair may bring to the attention of the Academic Affairs Committee matters that are relevant for discussion or consideration.

The creation of the McGill Department of Emergency Medicine will provide the opportunity for and have a very significant positive impact on the recruitment and retention of staff with a scholarly academic career plan.

A Note on Subcommittees

The subcommittees that operate under the auspices of the aforementioned committees address particular areas of interest. Some areas have been identified by the Executive Committee and are represented on the page 2 of the organizational chart in [Appendix 7](#).

Each subcommittee has representation from the teaching hospital sites (the McGill University Health Centre, the Jewish General Hospital, the Lakeshore General Hospital and St. Mary's Hospital). The representatives from each site are selected by the respective hospital Chief.

The Executive Committee assigns the lead of each subcommittee.

The Health Informatics Fellowship

Since being granted provisional status, a Department of Emergency Medicine Health Informatics Working Group was created and, at the end of June 2019, an application for a postgraduate fellowship in Health Informatics was submitted to the Residency Training Committee for approval.

On August 6, 2019, the Emergency Medicine Health Informatics Fellowship was approved by the Associate Dean, Postgraduate Medical Education and Professional Affairs. The one-year

supervised training program will be open to two qualified residents per year who have completed a postgraduate program. The Fellows will develop an understanding of health informatics and be able to apply this knowledge to participate in health informatics innovations, quality improvement projects and research in clinical environments. Once they graduate, the Fellows are expected to take on a leadership role in health informatics in their emergency department and become part of hospital, regional or national health informatics leadership organizations.

For more information on the Health Informatics Fellowship, please refer to [Appendix 8](#).

The Department of Emergency Medicine is currently working on expanding the reach of its Health Informatics Fellowship to make McGill the Centre of Excellence for Health Informatics, not only for Emergency Medicine, but for the Faculty, the Province and the Country.

Strategic Positioning

Importance to McGill

McGill is the last of the 17 Canadian universities with medical schools to have an officially recognized academic home for Emergency Medicine. Once full departmental status is granted to Emergency Medicine at McGill, the national portrait will be complete: 58% of Emergency Medicine units will have full Departmental status, 18% will have joint status and 24% will have the status of division/section.

Adherence to the University's academic standards, policies, procedures and principles of accountability and transparency - and respect for the values of equity, diversity and inclusiveness adopted by McGill - constitute the framework in which all members of the community are expected to operate.

Importance to the Faculty of Medicine

The Department of Emergency Medicine is aligned with the Faculty of Medicine's current strategic planning exercise ("*Project Renaissance*"), which drives education, research, and health affairs activities in support of the Faculty's vision of "healthier societies through education, discovery, collaboration and clinical care". The education mission of the Faculty of Medicine will be more fully supported following the creation of a unified department.

There can be no greater role for a clinical academic department than that of being entrusted with the responsibility of training the doctors of tomorrow and the Department of Emergency Medicine is responsible for the training of upwards of 180 medical students and 50 residents in the emergency departments of McGill's affiliated hospitals and distributed teaching sites.

The provisional departmental structure has already provided greater accountability and engagement with respect to the accreditation process at the undergraduate (MDCM student) and post-graduate (resident) levels, owing to the direct involvement of the Chair during the postgraduate medical education accreditation visits of March and May 2019, respectively.

Furthermore, the Department of Emergency Medicine will play an important role in supporting the academic mission of the Faculty of Medicine at the Outaouais campus in Gatineau, which is set to open in the fall of 2020. The Department Chair and Chief of the Emergency Department

at the two main teaching hospitals in Gatineau have begun to discuss plans for creating strong linkages in support of trainees and clinical staff.

Importance to other Faculties at McGill

A fully independent department of Emergency Medicine will enhance the sense of belonging to the broader McGill academic community. The interim Chair of the Department of Emergency Medicine has already begun preliminary discussions with representatives from other areas of the University to ascertain future opportunities of engagement and to raise the profile of the department.

Collaboration across other Faculties – such as Engineering, Management and Science – will broaden fields of inquiry, eliciting novel research questions and paradigms that will, in turn, drive innovation, new discoveries and the pursuit of academic medicine.

Relation to other Institutions outside McGill

The creation of a Department will also be in full alignment with the hospital governance structure as confirmed by the Ministère de la Santé et des Services sociaux (MSSS) with the recent implementation of Law 10 (i.e. the government retained Emergency Medicine Department status within each hospital).

The reach of McGill Emergency Medicine goes beyond the emergency department and the hospital. We have been leaders in the disaster preparedness in Quebec. Members of our department have been instrumental in elaboration of regional preparedness plans. We were the first institution in Montreal doing large scale simulations in collaboration with Urgences Santé, public security and the Canadian armed forces. It is worthy to mention the role and influence we developed at the level of the Quebec Health Ministry through our operational performance and our following contributions:

- We have co-authored the “*Guide de Gestion des Urgences du Québec*”
- We have assumed the presidency of the Ministry of Health Expert Committee in Emergency Medicine (2001-2003).

Our ongoing efforts include:

- Working alongside the MSSS to adapt the human resource plans, *plans d’effectifs médicaux* (PEM) and *plans régionaux des effectifs médicaux* (PREMs). These are intended to provide the population with greater equity of access to medical services.

Safety: development of *Omega* style training program to better prepare emergency medical staff handle agitated/violent patients (*Guay et al., [Healthcare \(Basel\)](#). 2016 Sep; 4(3): 49.*)

Financial Resources: Available and Required and Growth of the Department

The provisional Department of Emergency Medicine is a clinical academic department.

Of its 135 faculty members, 100% are physicians who are clinically active in one of the teaching hospitals or teaching sites affiliated to McGill University. In order to be authorized to interact with students and residents, each member must hold an academic appointment in a university

department and, under the terms of such appointments, members are held accountable to the policies of the university and to the code of Conduct of the Faculty of Medicine. One hundred per cent of the academic appointments in the department are in the category of Contract Academic Staff that is, nil salary. The current absence of tenure-track or tenured professors means that no salaries are presently charged to the University. Thus far, the funding provided to the provisional department has been in the form of a modest Chair's allowance and a limited discretionary fund and the in-kind contribution via provision of support from McGill administrative personnel.

In order to grow the department, we have taken the following into account.

The Department of Emergency Medicine intends to develop various growth strategies. One is to draw inspiration from and model itself after the Department of Medicine that has an internal funding mechanism referred to as an "Academic Practice Plan". An academic practice plan is a mechanism that collects funds from the clinical members of a department through a members' association. Although academic practice plans across departments vary – some are based on the levying of a flat fee, whereas others are derived from the collection of a percentage of doctors' clinical earnings – a common goal is to fund activities that support academic medicine including, but not limited to: assisting members to acquire new skills, purchasing special materials for resident trainees, providing start-up funds for research, investing in projects related to clinical innovation, etc. The time spent writing grant proposals, attending training sessions or sitting on internal departmental working groups are the duties expected of tenured faculty who receive a salary from the university. However clinicians pursuing similar activities are doing so un-remunerated unless they receive compensation to "protect" their time. One source of compensation is through the payment of stipends from an academic practice plan.

A task force was established for the purpose of exploring the possibility of developing an academic practice plan for the department that will support emergency medicine research and training endeavors across McGill hospitals. Membership of the task force includes the Chair of the Department of Emergency Medicine, the Hospital Chiefs, an Emeritus Consultant, plus two representatives who are responsible for financial affairs at the respective hospital sites (refer to [Appendix 9](#) for membership details).

An eventual academic practice plan for the Department of Emergency Medicine likely will be different from all the others, and will reflect the orientation and priorities of its members.

The first meeting of the Task Force took place on September 10, 2019. Additional meetings are planned throughout the 2019-2020 Academic Year. If the outcome of these discussions leads to the formulation of an Academic Practice Plan, then the ensuing step will be the establishment of a Financial Oversight Committee to ensure that budgeting/financial planning, financial reporting, monitoring of internal controls and accountability policies are in place. Terms of Reference for this committee will be developed accordingly.

The Department of Emergency Medicine will explore options to find other sources of funding to support its activities; to name only a few: fundraising for philanthropic donations and endowments and other types of revenue-generating activities.

Securing significant funding via either traditional or novel revenue streams will help to propel the department forward.

Concluding Remarks

In conclusion, the establishment of the Department of Emergency Medicine at McGill University will provide, for the first time, a university home for the educational and research activities of academic emergency physicians. This will bring McGill into alignment with national standards, improve the quality of our educational programs and set the stage for McGill to take its proper leadership in emergency medicine research.

We would very much like to express gratitude for your consideration of our proposal.

Appendices

1. Appendix 1 - Extract of the Board of Governor's Approval for the Creation of the Provisional Department of Emergency Medicine
2. Appendix 2 - List of Stakeholders Consulted
3. Appendix 3 - Letters of Support Received
4. Appendix 4 - Timeline of Milestones for Proposal Development
5. Appendix 5 - New and Transferred Faculty w/rank and appointment
6. Appendix 6 - Proposed Executive Committees Terms of Reference
7. Appendix 7 – Proposed Governance Structure
8. Appendix 8 – Department of Emergency Medicine Health Informatics Fellowship
9. Appendix 9 – Academic Practice Plan Task Force Members

Appendix 1 - Extract of the Board of Governor's Approval for the Creation of the Provisional Department of Emergency Medicine



MCGILL UNIVERSITY BOARD OF GOVERNORS

Report from Senate GD17-73

Board of Governors Meeting of May 24, 2018

Senate met on May 16, 2018. This Report contains items which are presented to the Board of Governors for its consideration.

I. FOR ACTION BY THE BOARD OF GOVERNORS

1. 48th Report of the Academic Policy Committee [D17-69]

a) Proposal for the Creation of a Provisional Department of Emergency Medicine

Senate reviewed a recommendation of the Academic Policy Committee to create a Department of Emergency Medicine with provisional status for two-years. Senate, following a review of the proposal by the Academic Policy Committee and the Faculty of Medicine, approved the proposal and recommended that it be approved by the Board.

McGill is currently one of the only institutions in Canada where Emergency Medicine does not have departmental status. The proposed structure would enhance opportunities for further growth, collaborations and development of research opportunities and the research mission in general. Given the volume of teaching (undergrad, postgrad) and the issues related to the learning environment that must be addressed in a timely manner in light of accreditation, it would be inadvisable to delay until all of the formal procedures for the establishment of a department have been completed. At the end of the two-year period, the Faculty of Medicine plans to submit a proposal for the creation of a permanent Department of Emergency Medicine. The proposal is available upon request from Secretariat.

Be it resolved that the Board of Governors, on the recommendation of Senate, approve the creation of a provisional Department of Emergency Medicine within the Faculty of Medicine for a two-year period, on the understanding that a proposal for the creation of a permanent department will be submitted to Senate and the Board of Governors at a later date.

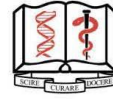
Appendix 2 - List of Stakeholders Consulted (June 2018 – September 2019)

Stakeholders
Dr. Armand Aalamian, Associate Dean, Postgraduate Medical Education and Professional Affairs, Faculty of Medicine, McGill University
Dr. Beth-Ann Cummings, Associate Dean, Undergraduate Medical Education, Faculty of Medicine, McGill University
Dr. Carine Hagggar, Program Director, McGill Emergency Medicine Residency Program Office
Dr. David Eidelman, Vice-Principal (Health Affairs) and Dean of the Faculty of Medicine, McGill University
Dr. Eduardo Franco, Chair, Gerald Bronfman Department of Oncology, Faculty of Medicine, McGill University
Dr. Evelyn Constantin, Assistant Dean, Postgraduate Medical Education, Faculty of Medicine, McGill University
Dr. Gerald Fried, Chair of the Department of Surgery, McGill Faculty of Medicine, and Surgeon-in-Chief of the McGill University Health Centre (MUHC)
Dr. Gilles Brousseau, Assistant Dean, Medical Education, Outaouais Region, Faculty of Medicine, McGill University
Dr. Greg Clark, Associate Chief, Department of Emergency Medicine, McGill University Health Centre
Dr. Howard Bergman, Chair, Department of Family Medicine, Professor Geriatric Medicine and Oncology, McGill University Health Centre
Dr. Jake Barralet, Director of Innovation for the Faculty of Medicine and the Steinberg Centre for Simulation and Interactive Learning, McGill University (Professor, Surgery and Vice Chair Surgery (Research))
Dr. James Brophy, Professor of Medicine and Epidemiology, Department of Medicine, McGill University
Dr. James G. Martin Chair, Department of Medicine of McGill University and Physician-in-Chief of the McGill University Health Centre
Dr. Julia Dornik, Clerkship Component Director, Undergraduate Medical Education, Faculty of Medicine, McGill University (Assistant Professor, Psychiatry)
Dr. Leah Moss, Senior Advisor to the Vice-Principal (Health Affairs) & Dean (VP-Dean), Faculty of Medicine, McGill University
Dr. Lesley Fellows, Vice-Dean, Academic Affairs, Faculty of Medicine, McGill University
Dr. Melanie Mondou, Assistant Dean, Undergraduate Medical Education, Faculty of Medicine, McGill University
Dr. Michael Shevell, Harvey Guyda Chair, Department of Pediatrics, Faculty of Medicine, McGill University (Professor, Departments of Neurology and Neurosurgery)
Dr. Miriam Boillat, Associate Dean, Faculty Development, Faculty of Medicine, McGill University (Associate Professor of Family Medicine)
Dr. Phyllis Vetere, Program Course Director, Undergraduate Medical Education, Faculty of Medicine, McGill University
Dr. Zachary Levine, Program Director, McGill University College of Family Physicians of Canada Emergency Medicine
Ms. Demetra Kafantaris, Senior Advisor to the Vice-Principal (Health Affairs) and Dean of the Faculty of Medicine
Ms. Pascale Mongrain, Executive Director, Administration and Operations, McGill University

Appendix 3 - Letters of Support



McGill



James Martin, MD, DSc

Harry Webster Thorp Professor
Chair, Department of Medicine
McGill University

Professeur de médecine
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12 June 2019

RE: Request for a Letter in Support of the Creation of the McGill Department of Emergency Medicine

The purpose of this memo is to seek your support for the creation of a new McGill Department of Emergency Medicine.

You may be aware – or have participated in – the review that was conducted in 2016 by the Academic Section of the Canadian Association of Emergency Physicians (CAEP), that was formally mandated by the Dean of Medicine to determine the appropriateness and readiness for the creation a new and independent Department of Emergency Medicine. The review committee, led by Dr. Ian Stiell, concluded that a new independent Department of Emergency Medicine *should* be created by McGill University.

In June 2018, Dr. Marc Afilalo was named by the Dean as the inaugural Chair of the Department of Emergency Medicine. The final authorization for the creation of this new department is expected in 2020, once the necessary documentation – including letters of support – is presented to the University's Academic Planning Committee, a body that reports to the University Senate.

In my estimation, the creation of this new department will provide the means required to facilitate the promotion of excellence and innovation by focusing on, education, research and scholarship and capacity building.

Your support – in the form of a letter that presents your perspective on the value that will be conferred to the clinical, academic and research environments through the creation of an academic home at McGill for Emergency Medicine - will be instrumental in contributing to its success.

Thank you for your consideration of this request.



James Martin, MD, DSc
Chair, Department of Medicine

P.S. the coordinates of Dr. Marc Afilalo are:

Marc Afilalo MD, MCFP (EM), CSPQ, FACEP, FRCP
Professor and Chair,
Department of Emergency Medicine, McGill University
Director, Emergency Department
Jewish General Hospital
3755 Côte-Sainte-Catherine Road, Office H-190
Montreal, Quebec, H3T 1E2
marc.afilalo@mcgill.ca

Postgraduate Medical Education
Faculty of Medicine
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680 Sherbrooke West Suite 1701
Montreal, Quebec
Canada H3A 2M7

Formation médicale postdoctorale
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Tel: (514) 398-2644
Fax: (514) 398-3595

June 18th, 2019

Dr. Marc Afilalo
Professor and chair Department of Emergency
Medicine McGill University
Director of Emergency Department Jewish
General Hospital
3755 Chemin de la Côte-Sainte-Catherine
Montreal, QC
H3T 1E2

Sent via e-mail: marc.afilalo@mcgill.ca

Dear Dr. Afilalo,

I am writing this letter in support of the creation of a new McGill Department of Emergency Medicine.

As the Postgraduate Dean, I have been witness to the challenges within the division of Emergency Medicine due to lack of a clear Department of Emergency Medicine.

In 2016, a review was conducted by the academic section of the Canadian Association of Emergency Medicine (CAEP) that was formally mandated by the Dean of Medicine to determine the appropriateness and readiness for the new and independent Department of Emergency Medicine.

The review led by Dr. Ian Stahle concluded that a new and independent Department of Emergency Medicine should be created by McGill University.

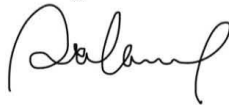
In the Accreditation visit that has been conducted by the Royal College and within our internal review and our most recent external review, the accrediting bodies have concluded that the creation of a Department of Emergency Medicine is critical for the promotion of the residency training programs in Emergency Medicine at McGill University.

Furthermore, the accrediting bodies have identified the importance of the Department of Emergency Medicine in supporting the research mission that is essential to an accredited residency-training program.

It is my hope that the creation of the Department of Emergency Medicine that is expecting to receive its final approval by 2020, will provide the much-needed departmental structure to support the promotion of excellence and innovation by focusing on education, research, scholarship and capacity building.

I thank you for all your efforts in leading and supporting the newly created Department of Emergency Medicine as the inaugural Chair.

Sincerely,



Armand Aalamian, MD CM, CFPC Associate Dean
Postgraduate Medical Education and Professional Affairs

AA/av



Faculty of Medicine
3655 Promenade Sir William Osler #637
Montreal, QC H3G 1Y6

Faculté de médecine
3655, Promenade Sir William Osler #637
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13 June 2019

Dr. Marc Afilalo
Professor & Chair
Department of Emergency Medicine
McGill University
Director, Emergency Department, JGH
3755 Côte Ste Catherine Rd., Office H-190
Montréal, QC H3T 1E2

Re: Establishment of Department of Emergency Medicine

Dear Dr. Afilalo:

I am writing to express my enthusiastic support for the formal recognition of the Department of Emergency Medicine, as recommended by the independent external review committee several years ago. The review committee was clear in identifying both the need to establish such a department and the timeliness of such a decision. Not only will the creation of an independent department support improvements in clinical care and training for medical students and residents in the UGME and PGME programs, but importantly from my perspective, the new department will facilitate the expansion of research and scholarship within the field of Emergency Medicine.

There is no doubt in my mind that the formal establishment of a Department of Emergency Medicine will advance the academic and research missions of the Faculty of Medicine and the University more broadly.

I wish you every success in leading the new department through the formal recognition process.

Sincerely,

A handwritten signature in blue ink that reads "Shari R. Baum".

Shari R. Baum, Ph.D.
Vice Dean, Life Sciences
Faculty of Medicine

Cc: Dr. James Martin, Chair, Department of Medicine



Academic Planning Committee
McGill University

Re: Proposal for a Department of Emergency Medicine within the Faculty of Medicine

June 13, 2019

Dear members of the Academic Planning Committee,

I am writing to express my support for the creation of an academic Department of Emergency Medicine within the Faculty of Medicine, as proposed by the Vice-Principal Health Affairs and Dean of the Faculty of Medicine.

Within our healthcare system, emergency departments provide essential front-line care to the population. The dedicated physicians working in this environment may be either specialists in Emergency Medicine, certified by the Royal College of Physicians and Surgeons of Canada, or may be Family Physicians with an additional year of Emergency Medicine training, certified by the College of Family Physicians of Canada. This has led to a situation where there is no single academic home for these physicians, who in addition to playing a critical role in clinical care are faculty members who provide essential education to our medical students and residents and have an active research program. Some of the faculty working in our hospital emergency departments have academic appointments in the Department of Medicine and others in the Department of Family Medicine. They all have similar responsibilities as faculty members and play a key role in the undergraduate medical education program. Yet, there is an absence of unified academic vision and leadership.

An academic Department of Emergency Medicine would allow the academic expertise of these physicians to be regrouped into a single academic unit, facilitating education of medical students and residents, moving the research agenda forward, and furthering excellence in clinical care.

Thank you for your consideration of the request for a Department of Emergency Medicine.

Sincerely,

Beth-Ann M. Cummings, MDCM MSc (HPE) FRCPC
Associate Dean, Undergraduate Medical Education
Faculty of Medicine, McGill University
beth.cummings@mcgill.ca

June 12, 2019

Marc Afilalo MD, MCFP (EM), CSPQ, FACEP, FRCP
Professor and Chair, Department of Emergency Medicine, McGill University
Director, Emergency Department, Jewish General Hospital
3755 Côte-Sainte-Catherine Road, Office H-190
Montreal, Quebec, H3T 1E2

[By email: marc.afilalo@mcgill.ca](mailto:marc.afilalo@mcgill.ca)

Dear Dr. Afilalo,

It has been my pleasure to meet with you on two occasions and hear your vision of an integrated academic depart of Emergency Medicine across McGill teaching hospitals. I truly believe that your vision will enhance the clinical care, enable implementation of best practices and make a career in Emergency Medicine at McGill more attractive. Your vision also includes a strong academic component of teaching, development of new knowledge through research, innovation and academic growth.

I would like to assure you of my full support, and I look forward to close collaboration between your department and the Department of Surgery in the future.

Sincerely,



Gerald M. Fried, MD
Edward W. Archibald Professor and Chair
Department of Surgery, McGill University



Pierre Gfeller MD CM MBA

Président-directeur général
President and
Executive Director

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Glen site
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CANADA

Tél 514 843-1447
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pierre.gfeller
@muhc.mcgill.ca

cusm.ca muhc.ca



June 20, 2019

David H. Eidelman MD CM FRCPC FACP
Vice Principal (Health Affairs) and Dean, Faculty of Medicine
McGill University
3605 de la Montagne
Montreal QC H3G 2M1

Subject: Creation of the McGill Department of Emergency Medicine

Dear Dr Eidelman,

Cher David,

This letter serves to confirm that the McGill University Health Centre (MUHC) is in favour of the creation of an independent McGill Department of Emergency Medicine (EM).

An EM department is not only in line with the Faculty of Medicine's EM program(s), but also with the MUHC's mission as an academic health centre and government mandate as a designated trauma centre. Furthermore, it should foster more excellence and innovation in specialized and ultra-specialized care, practice-changing research and multidisciplinary education, including of EM healthcare professionals at the MUHC who have a history of contributing their expertise to a variety of local, national and international missions and/or efforts where best-in-class acute-care skills are of paramount importance.

As an example, I believe an independent department would attract the necessary leadership to assure targeted clerkship experience and opportunities for growth through fellowships in EM sub-specialties such as diagnostics, disasters and pandemics, acute clinical care and health promotion. Additionally, I would hope that it would encourage the recruitment of physicians, as the MUHC is dealing with higher Emergency Department volumes, acuity and staffing shortages related to attrition amongst other things.

To that end, I trust that McGill University's Academic Planning Committee and University Senate will provide the final authorization for an independent department of Emergency Medicine by 2020.

Sincerely,

Pierre Gfeller, MD CM MBA
MUHC President and Executive Director

c.c: Dr. Ewa Sidorowicz, Director of Professional Services, MUHC
Dr. James Martin, Chief of Medicine, MUHC
Dr. Jean-Marc Troquet, Chief, Dept of Emergency Medicine, MUHC
Dr. Marc Afilalo, Inaugural Chair, Dept of Emergency Medicine, McGill



Direction de l'enseignement
Education Directorate July 8th, 2019

Hôpital de Lachine
Hôpital général de Montréal
Hôpital neurologique
de Montréal

SITE GLEN
Centre du cancer
des Cèdres
Hôpital de Montréal
pour enfants
Hôpital Royal Victoria
Institut thoracique
de Montréal
Institut de recherche
du CUSM

GLEN SITE
Cedars Cancer Centre
Montreal Children's
Hospital
Royal Victoria Hospital
Montreal Chest Institute
Research Institute of
the MUHC

Lachine Hospital
Montreal General Hospital
Montreal Neurological
Hospital

cusm.ca muhc.ca

Dr. M. Afilalo
Chief of Emergency
Jewish General Hospital
3755 ch. De la Côte-Sainte-Catherine
Suite H-188
Montreal, Qc H3T 1E2

Dear Dr. Afilalo,

I am writing in support of the creation of an academic department of emergency medicine at McGill University.

Over the course of my twenty years as attending pediatric emergency specialized physician at the Montreal Children's Hospital of the McGill University Health Centre, I have had the opportunity to observe and participate in the evolution of the specialty of emergency medicine as a whole in the province of Quebec and in Canada. Although Pediatric Emergency Medicine is a separate entity from general emergency medicine, the subspecialties share significant parallels and history, especially at the level of education. During my 6 years as Pediatric Emergency Medicine Residency Program Director at McGill, I have interacted closely with both the FRCP-EM and CCFP-EM program directors and trainees, sitting on the former's residency training committee for many years. I have witnessed the development of a solid residency and academic program (the first in Canada) anchored by dedicated teachers across the many clinical training sites.

In fact, the distribution across multiple clinical training sites, and resulting difficulties in communication seem to have been a challenge. Perhaps, the area where the effects of this are most visible is in the coordination of research activity. There are many active researchers working in silos across the various sites. An academic department at the university would clearly help share research knowledge and skills in order to rally those resources and promote the research aspect of our academic mission. As well, it would help promote collaboration between the FRCP and CCFP programs and perhaps even increase successful research grant applications.

From a clinical standpoint, the various sites often have different processes. Having a common academic department, would help make these processes and procedures more uniform, perhaps developing "the McGill way" of doing things and consequently increasing McGill's leadership potential in emergency medicine in the province and nationally. Despite these challenges, graduates of the FRCP-EM and CCFP-EM programs have been recruited by many Canadian emergency departments and many of these physicians have taken leadership roles at their centers.

As current Director of Education of the MUHC, I am witness to the multitude of trainees, from all subspecialties, who receive daily one-to-one teaching from attendings in the various emergency departments of the MUHC. The quality of teaching is not only

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Fax (514) 843-1661 • cusm_muhc_direns_eduudir@muhc.mcgill.ca

appreciated by the learners but also by the teachers who subsequently interact with these same learners, stating how well their rotations in the ER have prepared them.

In short, creating an academic department of Emergency Medicine at McGill University is a long overdue recognition of the educational contribution of the various divisions of emergency medicine of the McGill academic network. It will promote a unified and cohesive clinical and academic approach to emergency medicine within the McGill network. I support it fully and hope to see the positive effects of its creation in the short term.

Respectfully,

A handwritten signature in black ink, appearing to read 'Elene Khalil', written in a cursive style.

Elene Khalil, MD CM, FRCPC, FAAP
Director of Education, MUHC
Assistant Professor of Pediatrics, McGill University
Division of Pediatric Emergency Medicine

Pointe-Claire, August 5th, 2019

Dr James Martin, MD, DsC
Chair, Department of Medicine
McGill University

Object: Creation of the McGill Department of Emergency Medicine.

The present letter is to confirm that you can count on our entire support in the creation of an academic home at McGill University for the creation of an Emergency Medicine Department.

As mentioned in your demand for approval, "the creation of this new department will provide the means required to facilitate the promotion of excellence and innovation by focusing on, education, research and scholarship, and capacity building".

As you may know, we receive students and residents for regular rotations both at St. Mary's and Lakeshore and the reviews are very good. This new department will not only bring benefits to the students but to the institution as well. It is in-line with our mandate to better serve the population. It is our desire to participate fully in this department.

Should you need to contact me for further approvals, please do not hesitate.

Respectfully,



Dr Nadine Larente
Director of Professional Services

Cc Dr Marc Afilalo MD, MCFP (EM), CSPQ, FACEP, FRCP
Professor and Chair, Department of Emergency Medicine, McGill University
Dr Sujit Sivaraman MD
Emergency Physician, Council of physicians, dentists and pharmacists

160, avenue Stillview
Pointe-Claire (Québec) H9R 2Y2
Téléphone : 514 630-2225
Télécopieur : 514 630-7180
www.ciuss-s-ouestmtl.gouv.qc.ca



BY EMAIL

Pointe-Claire, June 18, 2019

Dr. James Martin,
Chair, Department of Medicine
McGill University

Subject: Support letter - Creation of the new McGill Department of Emergency medicine

Dear Dr. Martin,

On behalf of the Montreal West Island Integrated University Health and Social Services Centre, please allow me to express our support for the creation of the new McGill Department of Emergency medicine.

The emergency departments of the hospitals we administer are often the first contact with the health system for our patients and their family members. They are an essential part of our network of teaching sites for McGill undergraduate medical students, nursing and allied health professions students, and our medical residents and fellows. In particular, our sites are active and sought-after for clinical training of residents in the third-year enhanced skills and Royal College emergency medicine programs.

We fully support the promotion of excellence, innovation, research and professional development a new department would provide across the McGill network. We look forward to the new insights, and enhanced support to our learning environments a new Emergency Medicine Department will bring. You can count on our support

Sincerely,

Lynne McVey, RN, M.Sc.
President and CEO

CC.: Dr Campbell, Chief of medical teaching
Dr Larente, Director of Professional Services
Mrs. Renée Proulx, Delegated Director of Academic Affairs, Teaching and Research Directorate



Nader Sadeghi, MDCM FRCSC

Professor and Chairman
Department of Otolaryngology
Head & Neck Surgery
McGill University
Director, McGill Head & Neck
Cancer Program
Royal Victoria Hospital
1001 Decarie Boulevard, # D.05.5704
Montreal, Quebec H4A 3J1

Professeur et Chef du département
Département d'oto-rhino-laryngologie
et de chirurgie cervico-faciale
Université McGill
Directeur, McGill Programme
de cancer de la tête et du cou
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T. 514 934 1934 Ext 34974
F. 514-843-1403
nader.sadeghi@mcgill.ca

June 25, 2019

Marc Afilalo MD, MCFP (EM), CSPQ, FACEP, FRCP
Professor and Chair
Department of Emergency Medicine, McGill University
Director, Emergency Department, Jewish General Hospital
3755 Cote Saint Catherine Road, Office H-190
Montreal, Quebec H3T 1E2

Subject: Letter of Support - Independent Department of Emergency Medicine

Dear Dr. Afilalo,

A 2016 review by the Academic Section of the Canadian Association of Emergency Physicians (CAEP) led by Dr. Ian Stiell concluded and recommended the creation of a new independent Department of Emergency Medicine by McGill University. Subsequent to this recommendation, the decision for the creation of this new department was discussed further among the clinical chairs of the academic departments at McGill led by the Dean of Medicine. There is wide support for the creation of the new Department of Emergency Medicine at McGill University in the Faculty of Medicine.

The current Division of Emergency Medicine is a rather large unit operating through several McGill University teaching hospitals. The division is engaged in the training of a large body of postgraduate trainees in emergency medicine and is instrumental as well in undergraduate medical education. Emergency Medicine has evolved over the last several decades into a specialty of significant scope and complexity, growing its mandate in education, research and excellence in clinical care. The specialty has evolved significantly enough that it can no longer be deemed a practice of family medicine in an emergency room environment, just as family medicine has also evolved and changed. Many emergency medicine departments across North America now provide specialty training distinct from that provided for family medicine. The division has significant capacity to become an independent academic department. The specialty needs a distinct home at McGill to support its academic mission.

.../2

The creation of an independent Department of Emergency Medicine at McGill University is timely; it will provide an academic home at the university that will facilitate the promotion of excellence as well as foster innovation focusing on research, education, scholarship, and academic capacity building. In my opinion, it will have a positive impact on the growth of excellence within the unit at all levels. I henceforth support the creation of a new Department of Emergency Medicine by McGill University.

Respectfully yours,



Nader Sadeghi, MDCM FRCS
Professor and Chair
Department of Otolaryngology – Head & Neck Surgery

cc: James Martin MD, DSc
Chair, Department of Medicine, McGill University



Thomas Schricker
MD PhD

**Anesthésiologiste-en-chef,
CUSM**

Titulaire de la chaire
Wesley Bourne et directeur,
Département d'anesthésie
Université McGill

**Anesthesiologist-in-Chief,
MUHC**

Wesley Bourne Professor
and Chairman,
Department of Anesthesia
McGill University

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June 13, 2019

Dr. Marc Afilalo
Professor and Chair, Department of Emergency Medicine
Director, Emergency Department

Jewish General Hospital
3755 Côte Sainte-Catherine, Office H-190
Montreal, Quebec H3T 1E2
marc.afilalo@mcgill.ca

Dear Professor Afilalo,

This letter is in support for the creation of an academic *McGill Department of Emergency Medicine*.

In agreement with the recommendation of a review conducted in 2016 by the *Canadian Association of Emergency Physicians*, led by Dr. Ian Stiell, to create a new and independent *Department of Emergency Medicine*, I, hereby, fully support this initiative.

The creation of an academic *Department of Emergency Medicine*, including the establishment of appropriate academic structures and personnel, will be essential to foster the promotion of excellence in teaching, research, and innovation. It will also allow faculty members of my department to formally collaborate in areas of common interest, i.e. airway management, cardiopulmonary resuscitation and fluid therapy, and open up educational opportunities for our residents, fellows, and students.

Yours truly,

Thomas Schricker



Michael Shevell, MDCM, FRCPC, FCAHS

michael.shevell@muhc.mcgill.ca [@McGillPeds](https://twitter.com/McGillPeds)

Université McGill
Titulaire de la Chaire Harvey Guyda
Directeur du Département de pédiatrie

McGill University
Guyda Chair in Pediatrics
Chair, Department of Pediatrics

Hôpital de Montréal pour enfants
Pédiatre en chef

Montreal Children's Hospital
Pediatrician-in-Chief

June 25, 2019

**Président associé exécutif/
Executive Associate Chair**
Relations externes et collectivités
Community & External Relations
T. Emmett Francoeur, MDCM, FRCPC
Tel.: 514-412-4314

**Directeurs associés
Associate Chairs**

Finances/Finance
Mitchell Shiller, MDCM, FRCPC
514-696-2442

**Gestion des activités cliniques
Clinical Operations**
Mylène Dandavino, MDCM, MSc, MHPe
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Recherche/Research
Patricia Fontela, MD, PhD
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Laurie Plotnick, MDCM, FRCPC
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Administrative Assistant**
Evangelia Ozek
Tel.: 514-412-4467

**Coordonnatrice administrative
principal
Senior Administrative Coordinator**
Sally Crawford
514-412-4400 x23189

**Directrice associée de l'administration
Associate Director of Administration**
Cassandra Fusco
Tel.: 514-398-5835

James Martin MD, DSc
Chair, Department of Medicine
Faculty of Medicine
McGill University

Re: Letter of Support for the Creation of a McGill Department of Emergency Medicine

Dear Jim,

As you requested I am writing to express my support for the creation within the Faculty of Medicine of a Department of Emergency Medicine.

This support is contingent on the proviso that this Department will not include aspects of Pediatric Emergency Medicine, which will remain an essential and integral component of the Department of Pediatrics. This reflects the key role played by our Pediatric Emergency Medicine group in patient access and bed flow at the Montreal Children's Hospital, together with their deep implication in varied UGME and PGME educational programs within the Department, as well as our Departmental leadership structure. Furthermore their PEMs are part of our Departmental allotment reflecting the group's sub-specialty orientation within pediatrics and distinct pathway to entry and Royal College Certification.

I have met with Dr Afilalo and he is wholly in agreement with the foregoing alignment of Pediatric Emergency Medicine.

Warm regards,

Michael Shevell, MDCM, FRCPC, FCAHS
Chairman, Department of Pediatrics
Professor (with Tenure)

Departments of Pediatrics and Neurology/Neurosurgery
McGill University

Guyda Chair in Pediatrics

Pediatrician-in-Chief
Montreal Children's Hospital/
McGill University Health Centre (MUHC)

CC: Marc Afilalo MD, MCFP, FACEP, FRCP
Harley Eisman MDCM FRCP
Laurie Plotnick MDCM, FRCP



Centre universitaire de santé McGill / McGill University Health Centre

Les meilleurs soins pour la vie / The Best Care for Life

Togas Tulandi, MD, MHCM, FRCSC, FACOG



Professeur et Directeur,
Département d'obstétrique et gynécologie
Chaire Milton Leong en médecine reproductive, Université McGill

Professor and Chair,
Department of Obstetrics and Gynecology
Milton Leong Chair in Reproductive Medicine, McGill University

Chef du Département d'obstétrique et gynécologie
Centre universitaire de santé McGill (CUSM)

Obstetrician and Gynecologist-in-Chief
Department of Obstetrics and Gynecology
McGill University Health Centre (MUHC)

June 17, 2019

Re: Creation of the McGill Department of Emergency Medicine

Following the review by the Academic Section of the Canadian Association of Emergency Physicians and the appointment of Dr. Marc Afilalo as the inaugural Chair of the Department of Emergency Medicine, I support the formation of McGill Department of Emergency Medicine. This independent department will allow the development and advancement of academic emergency medicine. It will lead to improvement in teaching and research focused among acutely sick patients in the Emergency Department.

Emergency medical care has become more complex and this new department can engage the community and the health care system to improve the growing need of emergency medical care. It will advance medical practice and patient care as well as improve collaboration with other departments and services.

Some Canadian as well American universities already have Department of Emergency Medicine. It is therefore reasonable for McGill to have its Department of Emergency Medicine. More importantly, it will strengthen the academic mission of our university.

Sincerely,

Togas Tulandi MD, MHCM
Professor & Chair of Obstetrics and Gynecology, and Milton Leong Chair in Reproductive Medicine,
McGill University

HÔPITAL ROYAL VICTORIA HOSPITAL – GLEN SITE
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Montreal, Quebec H4A 3J1

Courriel/E-mail: togas.tulandi@mcgill.ca
Tél.: (514) 843-1658 Téléc./Fax: (514) 843-1678

Appendix 4 - Timeline of Milestones for Proposal Development

Period	Description
Prior to 2016	Ongoing Discussions re: Creation of a Department of Emergency Medicine
6 October 2016	Report from CAEP on the Academic Consultation for Emergency Medicine
18 April 2017	Emergency Medicine Vision Document and Proposed Structure – Post Retreat
5 April 2018	Letter from the Dean to the Emergency Medicine Chiefs re: documentation required for petitioning the Academic Policy Committee for Provisional Departmental Status
23 April 2018	Emergency Medicine Proposal Document
30 April 2018	Proposal /request from the Vice-Principal (Health Affairs), Dean of Medicine to the Provost and Vice-Principal Academic, Chair of APC Committee requesting the Creation of Provisional Department of Emergency Medicine
11 May 2018	Provisional Status Approved by the APC for Creation of a Provisional Department of Emergency Medicine
24 May 2018	Board of Governors Approval for the Creation of a Provisional Department of Emergency Medicine
May 2018	Mandate from the Vice-Principal (Health Affairs), Dean of Medicine to the Chair of Emergency Medicine to provide Environmental Scan
May 2018 – September 2019	Conservations with internal and external stakeholders (listed in Appendix 7)
February 2019	Launch of the Provisional Department of Emergency Medicine
6 August 2019	The Department of Emergency Medicine Health Informatics Fellowship approval granted by McGill's Vice-Dean, Postgraduate Medical Education and Professional Affairs
26 August 2019	Preliminary Proposal to Create a Department of Emergency Medicine to the Senior Advisor to the Vice-Principal (Health Affairs) & Dean of the Faculty of Medicine (VP-Dean), McGill University
19 September 2019	Final Proposal to Create a Department of Emergency Medicine to the Vice-Principal (Health Affairs) and Dean of Medicine
17 October 2019	Presentation to Faculty Leadership Commons and Submission of a Proposal to Create a Department of Emergency

Appendix 5 - New and Transferred Faculty w/rank and appointment

Rank Distribution	Faculty
Adjunct Professor	1 (< 1%)
Faculty Lecturer	79 (59 %)
Assistant Professor	45 (35 %)
Associate Professor	9 (7 %)
Professor	1 (< %)

Current Location Distribution	Faculty
Lakeshore	25 (18%)
St. Mary's Hospital	19 (14%)
Jewish General Hospital	39 (52%)
McGill University Health Centre	52 (39%)

Physician	Rank	Location	Previous Academic Affiliation	Proposed Associate Member Academic Affiliation
AFILALO, Marc	Full Professor	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
AHRONHEIM, Sara	Assistant Professor	Jewish General Hospital	McGill Dept Med	McGill Dept Med
ALPER, Jennifer	Assistant Professor	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
APKARIAN, Kamy	Assistant Professor	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
AROUTIUNIAN, Rafael	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
AZUELOS, Alan	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
BERNARD, Julia	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
B-LAJOIE, Marie-Renée Isabelle	Assistant Professor	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
BLAUER, Evan	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
BUCH (LOBEL-BUCH), Mark	Assistant Professor	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
COOPERMAN, Jonathan	Assistant Professor	Jewish General Hospital	McGill Dept Med	McGill Dept Med
DANKOFF, Jerrald	Assistant Professor	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
ENGO, Michael	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
GRAD, Willis	Assistant Professor	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
GRANT, Lars	Assistant Professor	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
GUTTMAN, Alex	Assistant Professor	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
HALIGUA, Alexis	Assistant Professor	Jewish General Hospital	McGill Dept Med	McGill Dept Med
LE, Pham Dinh Tan	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
MORAS, Emily	Assistant Professor	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed

Physician	Rank	Location	Previous Academic Affiliation	Proposed Associate Member Academic Affiliation
PEARSON, Eleena	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
ROBICHAUD, Laurie	Assistant Professor	Jewish General Hospital	McGill Dept Med	McGill Dept Med
ROSENTHAL, Stephen	Assistant Professor	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
SCHIPPER, Mitchell	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
SEGAL, Eli	Associate Professor	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
SERERO, Didier	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
SIMONS, Jonathan Martin	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
SMITH, Craig	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
STASIAK, Jerome	Assistant Professor	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
STENDEL, Mitchell	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
STERN, Errol	Associate Professor	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
TRAN, Thu-Hang	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
TURNER, Joel	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
UNGER, Bernard	Associate Professor	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
ZLOTNICK, David	Assistant Professor	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
BALENDRA, Haran, Perry	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
BRISEBOIS, Paul	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
GHANNOUM, Katya	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
GUTTMAN, Dahlia	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
HOPKINS, Devin	Faculty Lecturer	Jewish General Hospital	McGill Dept FamMed	McGill Dept FamMed
ABOURBIH, Daniel	Faculty Lecturer	Lakeshore General Hospital	McGill Dept Med	McGill Dept Med
BACON, David	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
BOTNARU, Tudor	Faculty Lecturer	Lakeshore General Hospital	McGill Dept Med	McGill Dept Med
BOUCHARD, Sylvie	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
DELLE DONNE, Nadia	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
FORTIER-TOUGAS, Chanel	Assistant Professor	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
GARBER, Cheryl	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
GILBERT, Francois	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
HEELEY-RAY, Timothy	Faculty Lecturer	Lakeshore General Hospital	McGill Dept Med	McGill Dept Med
HOLODY, Erik	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed

Physician	Rank	Location	Previous Academic Affiliation	Proposed Associate Member Academic Affiliation
KAUFMAN, Tomas	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
KILMARTIN, Patrick	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
MACMAHON, Kristian	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
MANNARD, Allan	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
NATHANSON, Robin	Assistant Professor	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
OSTROFSKY, Reuben	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
PAPIC, Ognjen	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
PASQUINI, Filoteo	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
PIRLOG, Tiberiu	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
POPOVICI, Radu	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
SALEK, Cyrus	Faculty Lecturer	Lakeshore General Hospital		McGill Dept FamMed
TABAH, Meryl	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
VAS, David	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
VONNIESSEN, Michael	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
XIAO, Yao	Faculty Lecturer	Lakeshore General Hospital	McGill Dept FamMed	McGill Dept FamMed
ALAM, Mohammad Naveed	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
ANTCZAK, Carina	Assistant Professor	MUHC		McGill Dept FamMed
BEIQUE, Marc	Associate Professor	MUHC	McGill Dept Med	McGill Dept Med
BORREMAN, Stephane	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
BOUCHER, Gilbert	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
CERMIGNANI, Monica	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
Shauna				
CERNOVITCH, Karl	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
CHINKS, Joshua	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
CLARK, Greg	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
DANKOFF, Frederic	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
DE CHAMPLAIN, Francois	Assistant Professor	MUHC	McGill Dept FamMed	McGill Dept FamMed
DELANEY, J Scott	Associate Professor	MUHC	McGill Dept Med	McGill Dept Med
DOULAS, Vasilios	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
DOYLE, Kenneth R	Assistant Professor	MUHC	McGill Dept Med	McGill Dept Med

Physician	Rank	Location	Previous Academic Affiliation	Proposed Associate Member Academic Affiliation
DUFRESNE, Francois	Adjunct	MUHC	McGill Dept Med	McGill Dept Med
FERRAROTTO, Domenic	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
FONTG-WALMSLEY, Jorge	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
FOXFORD, Robert	Assistant Professor	MUHC	McGill Dept Med	McGill Dept Med
GOSELIN, Sophie	Associate Professor	MUHC	McGill Dept Med	McGill Dept Med
GUY, John	Assistant Professor	MUHC	McGill Dept FamMed	McGill Dept FamMed
HAGGAR, Carine	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
HOMIER, Valerie	Assistant Professor	MUHC	McGill Dept Med	McGill Dept Med
JOHNSON, Kirsten	Associate Professor	MUHC	McGill Dept FamMed	McGill Dept FamMed
KRULL, Andreas	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
KUMKA, Gillian L.	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
LALIBERTE, Martin	Assistant Professor	MUHC	McGill Dept Med	McGill Dept Med
LAM, Man-Hoa (Margaret)	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
LASRY, David	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
LE VAN, Mai-Anh	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
LEE, Gary	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
LEVINE, Zachary A.	Assistant Professor	MUHC	McGill Dept FamMed	McGill Dept FamMed
LIESEGANG, Nadine	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
MELANSON, Patrick	Assistant Professor	MUHC	McGill Dept Med	McGill Dept Med
MEYERS, Christine	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
NEMETH, Joe	Associate Professor	MUHC	McGill Dept FamMed	McGill Dept FamMed
PERSSON, Megan	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
POIRIER, Vincent	Assistant Professor	MUHC	McGill Dept FamMed	McGill Dept FamMed
PRIMAVESI, Robert	Assistant Professor	MUHC	McGill Dept FamMed	McGill Dept FamMed
RICHARD ALBERT, Marc	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
ROBERT, Antony	Assistant Professor	MUHC		McGill Dept Med
RYDER, Arthur	Assistant Professor	MUHC	McGill Dept Med	McGill Dept Med
SALUJA, Sanjeet	Assistant Professor	MUHC	McGill Dept FamMed	McGill Dept FamMed
SAUVÉ, Alexandre	Faculty Lecturer	MUHC		McGill Dept FamMed
SAWONIAK, Robert I.	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed

Physician	Rank	Location	Previous Academic Affiliation	Proposed Associate Member Academic Affiliation
SCHIRMER, Nicholas	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
SHULMAN, Mitch	Assistant Professor	MUHC	McGill Dept Surgery	McGill Dept FamMed
SIGMAN, Eric Henry	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
STOLOVITZ, Cynthia	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
SU, Jean	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
TROQUET, Jean-Marc	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
VETERE, Phylis Marie	Faculty Lecturer	MUHC	McGill Dept FamMed	McGill Dept FamMed
WELCH, James	Associate Professor	MUHC	McGill Dept Med	McGill Dept Med
LALONDE, Stephanie	Faculty Lecturer	Outaouais		McGill Dept FamMed
BRUNNER, Roger	Faculty Lecturer	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
CECERE, Assunta	Faculty Lecturer	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
CHIRGWIN, Jerman	Assistant Professor	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
COOMBS, Heather	Assistant Professor	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
CRERAR, Ana	Faculty Lecturer	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
DRUMMOND, Robert	Faculty Lecturer	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
FINESTONE, Debra	Assistant Professor	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
FLOREA, Adrian Eugen	Assistant Professor	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
HERSKOVITZ, Steven	Faculty Lecturer	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
LAWSON, Thomas	Faculty Lecturer	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
LEWIS, John	Assistant Professor	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
MAH, Rick	Assistant Professor	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
MOSCOVITZ, Jennifer	Assistant Professor	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
PAPILLON, Elise	Assistant Professor	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
PARASKEVOPOULOS, Chryssi	Assistant Professor	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
REID, Andrew	Assistant Professor	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
ROWEN, John	Assistant Professor	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
SIVARAMAN, Sujit	Faculty Lecturer	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed
VILADEVALL, Hugo	Faculty Lecturer	St. Mary's Hospital	McGill Dept FamMed	McGill Dept FamMed

Appendix 6 - Proposed Department of Emergency Medicine Executive Committees Terms of Reference

McGill Department of Emergency Medicine EXECUTIVE COMMITTEE Proposed Terms of Reference

Purpose:

The Executive Committee is the leadership forum for the Department. The main purpose of the Executive Committee is to facilitate the goals and objectives of the Department as a whole, as well as to support its programs, sections and individual members. It is the major resource and advisory body to the Chair of the Department and plays a vital role in strategic planning, fiscal and other policy development and implementation, including the operational management of the Department.

Mandate:

The Executive Committee shall:

1. Develop, implement and report on the annual strategic academic plan;
2. Determine and approve recruitment to the department within an overall academic human resource plan;
3. Oversee departmental finances.
4. It is understood that these duties will be carried out in accordance with university policy and regulations.

Specific Responsibilities of the Executive Committee include:

1. Development and/or approval and implementation of policies, standards and benchmarks in care, education, research and professional behavior which will characterize the Department, its activities and its membership, and promote attainment of excellence in care, education, research and non-medical service delivery.
2. Review and approval of the Terms of Reference of all Standing Committees of the Department of Emergency Medicine.
3. Development of consensus positions, strategies and innovations which will positively impact both the care delivery and the scholarly environment.
4. Regular receipt, review and approval of reports from the Standing Committees of the Department, which are constituted by the Executive and which are described below.
5. Creation of Ad hoc committees, to deal with specific issues, which are required to report back to the Executive Committee as a whole.
6. To provide a forum for the identification and resolution of conflicts in the Department.

Membership:

Executive Committee Members include:

- Chair
- Hospital Chiefs and Emeritus Consultant
- Associate Chairs (Research, Innovation, Education, Academic Affairs, Clinical Practice)
- Ex-officio Members - invitation of ex-officio members to attend the meetings is at the discretion of the Chair
 - Departmental Administrators
 - Subcommittee Leads who report up to the Associate Chairs of the Standing Committees
 - Section Leads who report up to Subcommittee Leads

Frequency of Meetings:

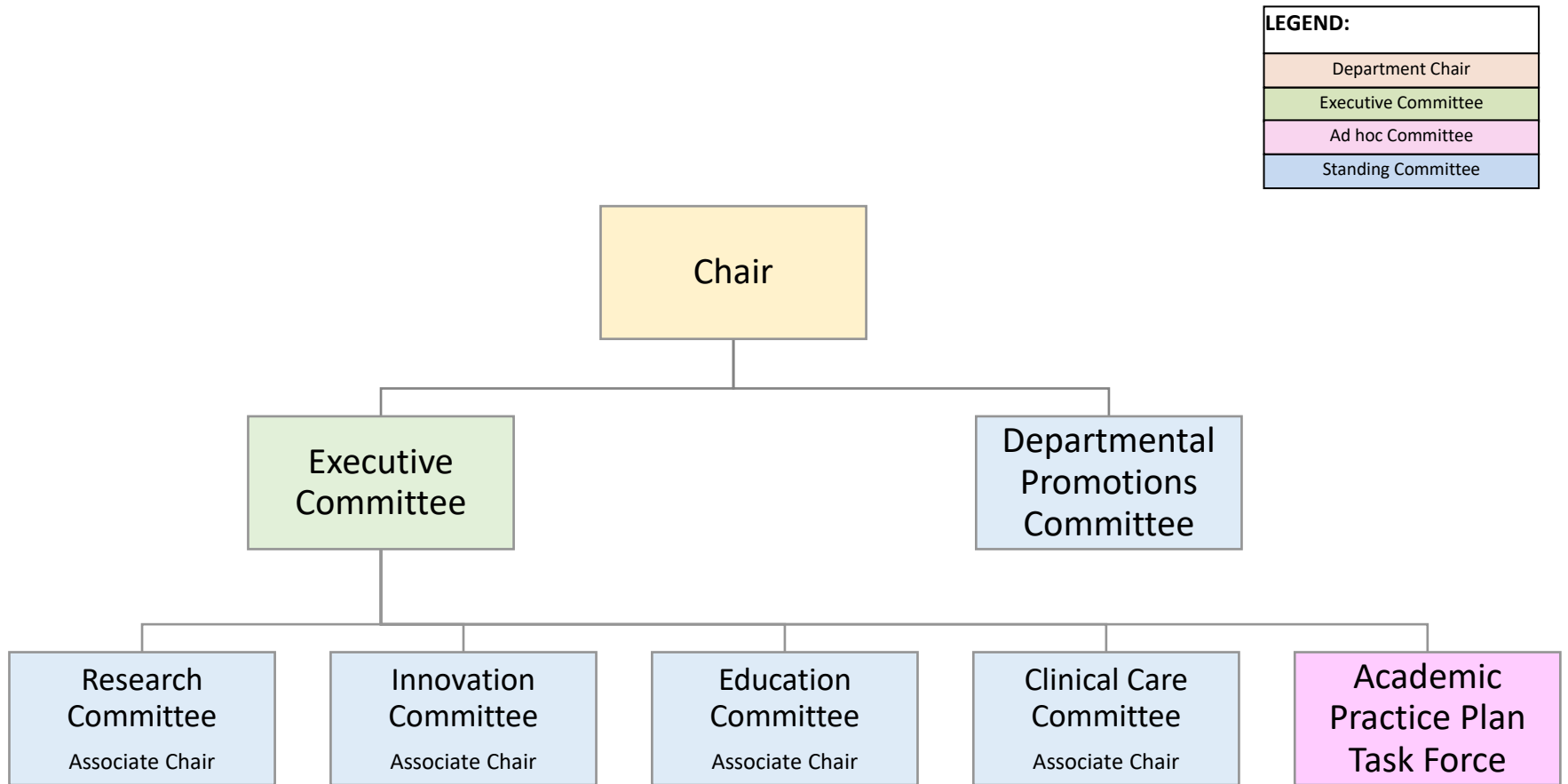
The Committee shall meet at least once per month during the first two years, but may meet more frequently at the call of the Chair. Thereafter, the frequency of meetings will be re-assessed. Meeting dates will be set at the outset of the academic year and a schedule provided to all members.

Minutes will be taken by the administrator assigned. Agendas shall be sent out in advance of the meeting, accompanied by minutes of the previous meeting.

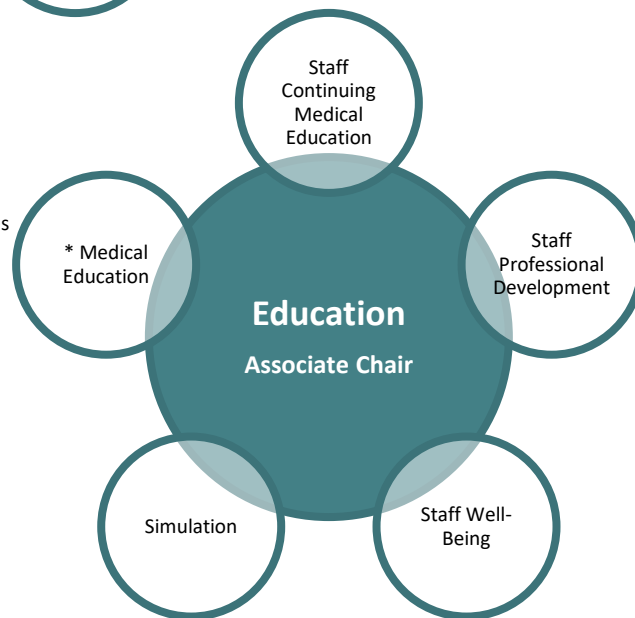
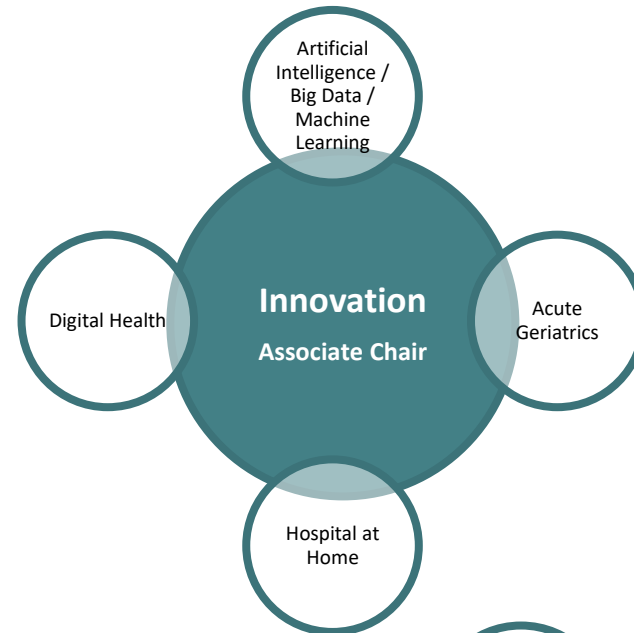
Attendance:

Attendance at 75% of meetings is required.

Appendix 7 – Proposed Governance Structure



The Standing Committees are led by an Associate Chair and report up to the Executive Committee. The areas of activity of the Standing Committees include:



Medical Education includes the following fundamental elements:

- Undergraduate Medical Students
- Postgraduate Medical Trainees
- Resident Well-Being
- CCFP(EM) trained physicians
- Royal College trained physicians
- Other Health Professionals (Emergency Medical Technicians, Nurse, Practitioners, Physician Assistants, Scribes)
- Fellowships

Appendix 8 – Department of Emergency Medicine Health Informatics Fellowship

The Department of Emergency Medicine Health Informatics Fellowship approved on 6 August 2019 by the McGill Vice-Dean Postgraduate Medical Education and Professional Affairs.

Emergency Medicine Health Informatics Fellowship

Name of Institution: Jewish General Hospital (JGH), McGill University Health Center (RVH and MGH), St Mary's Hospital (SMH)

Type of Fellowship: Emergency Medicine Health Informatics Fellowship

Number of positions: 2

Length: 1 year

Name of the Fellowship Program Director: Dr Marc Béique

Funding: For information regarding salary amount and acceptable sources of funding please visit the link:

<http://www.mcgill.ca/pgme/admissions/prospective-fellows>

Program Information (please append description):

- Number of fellowship positions requested: 2
- Academic affiliation: Department of Emergency Medicine / Royal College program
- Name of hospitals involved in training:
 - Jewish General Hospital (JGH)
 - Montreal General Hospital (MGH)
 - Royal Victoria Hospital (RVH)
 - St Mary's Hospital (SMH)
- % time spent by the fellow in each institution:
 - JGH - 3 periods
 - MGH - 2 periods
 - RVH - 3 periods
 - SMH - 2 periods
 - Elective - 2 periods

Background:

Health Informatics is rapidly changing and playing an increasing role in patient care, planning and management in the emergency department. There are a few Master of Health Informatics programs in Canada; however, they are designed for professionals with backgrounds in public health or healthcare in general. They do not explore the many applications possible within the emergency department. Unique to the emergency department are many specific time and resource constraints and characteristics that require a contextual exposure to develop the necessary expertise. The various sites involved in emergency

training offer this expertise exposure, which taken together, offer an unparalleled array of learning opportunities in this field in Quebec.

Research activity:

Research in the field of Emergency Medicine Health Informatics is limited. However, the many systems in place within the different sites hold very large amounts of patient care data that is conducive to yield clinically impactful research. Some projects under consideration include the use of decision support systems, real time data analytics including big data, artificial intelligence, deployment of IT solutions, and use of data to support LEAN management.

Publications: None at this moment in time.

Mission:

To train future leaders in Emergency Medicine Health Informatics to improve the quality and efficiency of patient care in the Emergency Department.

Outline how intended fellowship will enhance residency training:

Health informatics is an emerging field with increasing presence within the clinical workflow in the emergency department. The fellowship will provide the trainee with enhanced knowledge and skills to leverage health informatics and improve patient care. The fellow will participate in residency rounds as well as collaborate with resident research projects. Furthermore, the fellowship will serve as a platform to offer elective rotations for residents and other complementary training.

Names of the Teaching Faculty:

- Dr Marc Béïque – Associate Professor, McGill University. Emergency physician since 1991. Fellow of the Royal College in Emergency Medicine (1991) and CMQ (1999). Department Chief at the RVH and later at the MUHC (1996 to 2008). HI Director at the MUHC from 2008 to present. Responsible for the deployment of full HI solutions for the ED at the MUHC, including Med-Urge, voice recognition systems as well as adapting ED hospital systems (Oasis). Lead for the McGill Department of Emergency Medicine HI Working Group. Dr. Béïque’s main area of interest is user interface and HI integration into day-to-day operations.
- Dr Adrian Florea – Assistant Professor, McGill University. Emergency physician since 2013 at St Mary’s Hospital. Graduate of McGill University’s CCFP (EM) program. Currently pursuing an MSc in Health Informatics at Johns Hopkins University and gaining exposure to healthcare transformation through information technology from an American perspective. Dr. Florea has an interest in EHR analytics, clinical decision support and change management in the healthcare context. At SMH, he is currently involved with the Strategic Committee on adoption of a new EHR.

- Dr Lars Grant – Assistant Professor, McGill University. Emergency physician since 2014 at the JGH after completing CCFP (EM) in 2014. Also holds a PhD in Physics from Harvard. His area of interest is AI and machine learning in medicine.
- Dr Rick Mah – Assistant Professor, McGill University. Emergency physician since 1999 and currently on staff at St Mary’s Hospital. Received his CCFP (EM) in 2006. He was the Chief at St Mary’s Hospital from 2009 to 2018. Currently pursuing a Masters in Clinical Informatics at Oregon Health & Science University (capstone on predicting outcome of elderly patients discharged from the ED based on their frequency and pattern of ER usage). Very interested in the predictive aspect of data. Working with PhD candidate in Industrial Engineering at Concordia University on two LEAN projects: Radiology / ER interface for Scheduling and Application of LEAN to optimize ED operations.
- Dr Antony Robert – Graduated from the FRCP program in June 2019, and now newly joined MUHC staff since July 2019 as Assistant Professor. Currently enrolled in an MSc in Health Informatics at Waterloo University. He also holds a BSc in Electrical Engineering and has over 4 years of software development and project management experience. Dr. Robert is interested in the optimization of the user interface and the applications of AI and decision support systems to improve patient care.
- Dr Stephen Rosenthal – Assistant Professor, McGill University. Emergency physician since 1989 at the JGH. Holds CCFP (EM) and CSPQ certification and has an MSc in Informatics. Held the role of CMIO and CIO positions at the JGH between 2006 and 2015, deploying many clinical systems and working on mobility. Throughout the years, he has served on several boards, including the QMA, the FMSQ and the ASMUQ (former President). Dr. Rosenthal was at the forefront of the JGH ER and hospital-level integration of various platforms, and has lectured worldwide on many topics. His experience and interests include project management, business intelligence and analytics. His main area of interest is design and deployment of clinical IT solutions.
- Dr Sanjeet Saluja – Assistant Professor, McGill University. Emergency physician since 2008 at the MUHC. He is the newly appointed (June 2019) Associate Chief at the MUHC and is a team physician for the Montreal Impact Soccer Club. Graduate of the McGill University CCFP (EM) program, his area of interest is the use of HI to facilitate patient flow and improving efficiency in terms of clinical care.
- Dr Jean-Marc Troquet – Faculty Lecturer, McGill University. Emergency physician since 2000 at the MUHC. He is currently the Chief of the MUHC Emergency Department, a position he has held since 2009. Dr. Troquet holds a BSc in Physics and Biology. His area of interest is HI decision-support and data as support to ED management.

- Dr Bernard Unger – Associate Professor, McGill University. Emergency physician since 1983, employed by the JGH since 1987. He received his certification from the College of Family Physicians of Canada and since 2000 is an Emergency Medicine Specialist at the CMQ in Quebec. He has been the Associate Chief of Emergency at the JGH for the past 25 years. He has worked for the MSSS “Direction national des urgences”. He has been the lead author of the Canadian Emergency Department Diagnosis Shortlist (CED-DxS), co-author of the Canadian Triage and Acuity Score (CTAS) and co-author of the Canadian Emergency Department Information Systems (CEDIS) Presenting Complaints List and has worked in collaboration with the Canadian Institute for Health Information (CIHI) on various projects and served on ad-hoc CIHI advisory panels. He has been responsible for and co-managing the HI ED databases at the JGH since 1988, wherein he gained access to and managed multiple province-wide databases covering several years. He has an interest in big data analysis and management.

Roles:

The fellows will have a mix of clinical and non-clinical responsibilities. Clinical workload will include regular shifts in various zones of each ED under the supervision of faculty. Other physicians working in the emergency department may supervise some of the shifts.

Summary of clinical practice:

Exposure to general emergency medicine cases. The objective of the clinical component of the fellowship is to experience first-hand the challenges with the user interface, the perception by staff and to develop a perspective on design, deployment and upgrade of emerging technologies within the clinical workflow.

Major Strengths:

The various EDs offer a wide array of site-specific dynamics that will prepare the trainee for work in the majority of emergency medicine environments in Canada. The faculty offers a wide variety of backgrounds, expertise and interests.

Academic Facilities:

Outline facilities for clinical and academic pursuit:

- All sites are part of McGill University’s accredited teaching hospitals. Mandates and patient characteristics vary from primary / secondary care to quaternary. All sites have IT infrastructure with varying levels of functionality deployment.

- Library access, materials relevant to fellowship training:
 - Reference textbooks will be made available for the trainee including:
 - i. Information Technology for the Health Professions, Burke et Weill, 4th edition
 - ii. Biomedical Informatics: Computer Applications in Health Care and Biomedicine, Shortliffe et Cimino, 4th edition
 - Journal articles and other textbooks will be made available via the McGill University Library
- Multimedia learning materials available
 - Various PowerPoint presentations will be made available to the fellow after each seminar
 - Online training modules pertaining to various software used in the ED will be made available to the fellow
- Availability of a skills lab if applicable: nil

Fellow Duties and Responsibilities:

- Call responsibilities to cover service: Fellows are expected to work 8 shifts per period (on average)
- Include whether the fellow is the senior supervisor of residents: Yes, on occasion
- Outline whether there are fixed rotations at various institutions: All rotations (except electives) are emergency department rotations. Electives may or not involve clinical duties.
- Outpatient clinic responsibilities need to be outlined: Nil
- Outline role of the fellow towards residents on service: Fellows will have the same supervisory role as a senior resident, but this is not the primary focus of this fellowship.
- Teaching responsibilities towards residents: Other than usual teaching during shifts (occasional), fellows will present twice (2) at general ED rounds.
- Outline participation in academic activities involving the residents: Seminars, outcome assessment (morbidity and mortality rounds, etc.)
- Fellows will participate in academic activities of IH group (every two weeks) including journal club, presentations, and strategic meetings.
- Describe any support staff available to the fellow: Program Coordinator, Nurse Clinician, Secretarial support
 - The fellowship is supported by the FRCP program
- Proposed meetings to be attended by the fellow: See above

Curriculum:

- Intended case load: As per ED volume during shift; 8 shifts per academic period. Focus is on integration of HI in day-to-day clinical roles. The trainee will keep a log of IH issues observed during the shift. The log will assist the trainee in formulating small improvement projects at the site.
- Intended Percentage of varieties of cases: As per ED intake; Each site provides a different IH platforms and functionality.
- The fellow must attend two University-level courses that are pertinent to HI and the trainee's objectives. Alternatively, the trainee can enroll in an HI MSc Program (in Montreal or on-line) Copies of reference textbooks and journal articles will be available to the fellow.
- Conference weekly schedules: Seminars every two (2) weeks - protected academic half day (1/2) to discuss various topics pertaining to HI led by teaching faculty. The trainee must also attend one major HI conference during the academic year.
- During the fellowship year, the trainee must participate in a research publication, position paper, data management project or significant HI deployment/improvement project.
- Role of the fellow in attending, presenting, supervising, and organization: The fellow will participate in rounds, academic reviews and other endeavors. They will participate in hospital-based HI meetings and discussions. As opportunities arise, fellow will participate in provincial or national HI forums.

Assessments and conditions for completion of fellowship

Completion is contingent on passing all of the components of the fellowship.

The candidate will have an interim progress assessment with the fellowship director every trimester and with staff as assigned for each component (A, B, and E) .

- A. (for each site) Clinical component: (30% overall) includes one45 eval as per ED existing procedure

trainee must also keep a log of HI issues during clinical shift and discuss findings with site supervisor. (20%)

Preferentially would hold 1 training session per period with staff on optimization of IT platform; if not easily applicable, must submit a detailed improvement concept for the rotation. (50%)

(Evaluation by site coordinator)

- B. Longitudinally, the trainee will receive feedback on 2 presentations (assigned supervisor depending on topic) at rounds and participation in seminars (faculty at large will assess every quarterly- feedback by the fellowship director)
- C. Trainee must attend one HI conference
- D. Trainee must pass two HI courses
- E. Trainee must submit at the end of the training Written project, or summary of area of focused expertise 15-20 page document to be submitted at the end of the fellowship or equivalent (research paper, or other). Final assessment will be done by program director and project supervisor; progress meetings with supervisor every 3 mo. or more if needed. The project director will be assigned based on the trainee's area of interest.

Faculty assessment will be discussed with fellowship director at quarterly meeting and at the end of each rotation using the standard McGill faculty of medicine format.

Objectives for Post Graduate Health Informatics (HI) Fellowship

McGill Emergency Medicine Program.

General Objectives

The post graduate fellowship in health informatics of the Emergency Medicine residency program is a one-year supervised training program open to qualified residents who have completed a postgraduate program. Fellows will develop an understanding of health informatics and be able to apply this knowledge to participate in health informatics (HI) innovations, quality improvement projects and research in the clinical environment.

Once they graduate, they are expected to take on a leadership role in HI in their emergency department (ED) and become part of the hospital, regional or national HI leadership organizations.

The ED health informatics fellowship is developed around four pillars: health data acquisition and management, health data analysis, clinical HI applications, as well as HI innovation and change management (refer to details in section below)

The curriculum is based on our four pillars and derived from the eight digital health Canada learning modules for the Certified Professionals in Health Information and Management Systems (CPHIMS) certification (<https://digitalhealthcanada.com/core-hi-education/core-hi-education-online/>).

Supervisor

The fellow will be supervised by assigned project advisor, and report to the Royal College Emergency Medicine Residency program director as well as the fellowship director.

One year fellowship

- 11 periods of clinical rotation (8 shifts per period)
- 2 periods of 4-week elective in a Canadian or American organization with advanced HI databases, HI solutions such as AI or real time decision support systems. (may or not be ED specific)
- 20 seminar lectures and small group discussion sessions (3 hours) occurring every 2 weeks which will be the foundation of our HI curriculum (includes 11 journal club sessions, lead by the fellow and supported by the fellowship instructors)
- Participation in ED leadership HI group meetings and other IT committees across sites.
- Research or HI project, where the fellows is encouraged to collaborate with other academic programs and outside organizations with expertise in fields such as epidemiology and engineering)
- 2 academic presentation at EM rounds.
- 1 or 2 university level courses to enhance knowledge of any of the four pillars, based on the individuals needs
- Self-directed learning plan and 2 progress assessment with the fellowship director
- Reference course textbook includes, but not limited to: Biomedical Informatics and Computer Applications in Health Care and Biomedicine.
- Attend 1 American or Canadian Health Informatics conference

SPECIFIC OBJECTIVES

Medical Expert

The fellow will develop and expertise in health informatics with an emphasis on four pillars:

- **Health data acquisition and management** : The fellow will develop an understanding of the Canadian health care system and the challenges of data acquisition in the emergency room as well as learn to evaluate and optimize user interfaces. The fellow will also develop and understanding of the management of health data including Canadian and American guidelines for health data access, privacy, security and confidentiality.
- **Data analysis** : The fellow will learn to analyze data from large databases such as Big Data for QI projects research as well as to improve the quality and efficiency of patient care and the clinical workflow.
- **Clinical HI applications** : The fellow will learn to understand the various clinical HI solutions used in the ED as well as emerging technologies including decision support systems and artificial intelligence.
- **HI innovations and change management** : The fellow will learn to understand the process of HI innovations within the healthcare setting ranging from needs analysis to

solution design, deployment and maintenance as well as financing. Fellow will be learn to understand the software development lifecycle and IT project management. The fellow will also learn the challenges of HI system deployment and strategies to effectively lead change management

Communicator

The fellow should be able to demonstrate effective communication skills by their ability to :

- Evaluate user experience
- Develop strategies to communicate with user of ED HI systems in line with deployment, maintenance of skills and upgrades
- Support the team through transitions towards advanced HI applications
- Address concerns in change management

Collaborator

The fellow will collaborate with the multidisciplinary clinical team and

- Support team in change management
- Seek/understand issues users face
- Partner with both clinical and non-clinical groups to bridge the gap.

Leader

The fellow will develop and apply leadership skills to

- Promote an fertile environment to promote HI innovations such as Big Data, AI and clinical decision support systems to optimize of ED flow
- Promote and participate in quality improvement projects
- Acquire leadership skills in HI solutions lifecycle including planning, deployment, support and upgrades
- Understand cybersecurity issues and solutions

Health Advocate

The fellow will be able to incorporate HI towards better patient care

- Guide the design HI tools for communications with families, users
- Be able to identify priorities for decision support for improving quality of care
- Be able to articulate positive and negative impacts of deployment of innovative HI applications (i.e. impact of AI on the care of patients.)

Scholar

The fellow should be able to demonstrate an intellectual approach to HI in the emergency department in the following areas during participation on patient rounds, teaching sessions, journal clubs and interdisciplinary meetings.

- Continuing medical education : show interest in self-directed learning skills by demonstrating knowledge in the evolving concepts in the HI field
- Critical Appraisal of the Literature both medical and non-medical as it applies to HI by demonstrating the ability to research the literature and identify the best available articles as well as identifying field and areas of cutting edge publications in HI
- Scientific interest : demonstrate ability in identifying areas in HI where gaps in knowledge or expertise exists by retrieving the essentials of the literature, summarizing the evidence to date and develop research ideas to fill these gaps while being able to demonstrate the relevance of finding answers to the question at hand.
- Teaching skills : be able to develop teaching tools to facilitate user learning of HI software and should be available to answer questions or discuss common difficulties users experience.

Professional

The fellow should be familiar with medical, legal, and social aspects of HI in day-to-day work as it pertains to applications such as patient data privacy, confidentiality and security. They should approach situations with the highest level of integrity and honesty being able to identify areas of penitential conflict of interest. They should show responsibility and reliability in the exercise of their function and demonstrate awareness of their own limitations and seek advice appropriately. The fellow should more specifically demonstrate professionalism in the following issues:

- Be aware of privacy issues and how to address them with users
- Recognize the limitation HI applications in medical practice in the face security of information
- Recognize areas of conflict of interest in HI

Current version: July 28, 2019

Appendix 9 – Academic Practice Plan Task Force Members

Members	Position	Current Rank (September'19)	Current Site
Marc Afilalo	Chair	Professor	JGH
Jean-Marc Troquet	Chief of the MUHC	Faculty Lecturer	MUHC
Sujit Sivaraman	Chief of the CIUSSS-ODIM (SMH & LGH)	Faculty Lecturer	SMH
Rick Mah	Consultant Emeritus	Assistant Professor	SMH
Laurie Robichaud	JGH Site Representative	Assistant Professor	JGH
Bernie Unger	JGH Site Representative	Associate Professor	JGH
Robin Nathanson	LGH Site Representative	Assistant Professor	LGH
Robert Foxford	MUHC Site Representative	Assistant Professor	MUHC
Valérie Homier	MUHC Site Representative	Assistant Professor	MUHC
Hugo Viladevall	SMH Site Representative	Faculty Lecturer	SMH
Chryssi Pareskevopoulos	SMH Site Representative	Assistant Professor	SMH



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MEMORANDUM

OFFICE OF STUDENT LIFE AND LEARNING

Fabrice Labeau
Deputy Provost (Student Life and Learning)
James Administration Building
Tel: (514) 398-3109
Fabrice.labeau@mcgill.ca

TO: Members of Academic Policy Committee (APC)
Cc: Yasmine, Academic Program Officer

FROM: Fabrice Labeau, Deputy Provost (Student Life and Learning) 

DATE: October 17, 2019

SUBJECT: Student Exchange Partnership – *Conservatorio Statale Giuseppe Verdi*

FOR : Decision

Purpose:

The Schulich School of Music is seeking approval for the establishment of a student exchange agreement with the Conservatorio Statale Giuseppe Verdi in Turin, Italy.

Background:

Conservatorio Statale Giuseppe Verdi

The Conservatorio Statale Giuseppe Verdi di Torino is one of Italy's top conservatories. It is a member of the Association Européenne des Conservatoires, of which the Schulich School of Music is an associate member. The combination of its geographical location and cultural environment, as well as the high level of training it offers, will make it a very attractive destination for Schulich performance students, especially voice and opera students for whom Italian language proficiency is particularly important. Conversely, the leadership of the Conservatory has shown sustained interest in our programs. We wish to limit the number of students participating in the exchange to three per academic year (in both directions) and do not anticipate difficulty achieving a balanced number. As in all exchange programs in music performance, students wishing to participate (in either direction) must submit an audition recording for evaluation and studio placement purposes.

Prior consultations/approvals:

Submitted by the Chair, Department of Performance, Dr. Stéphane Lemelin, Schulich School of Music

Next steps:

For APC discussion and decision. If approved, then a student exchange agreement will be concluded.

Resources:

<https://www.conservatoriotorino.gov.it/en/>