

# Assemblée générale annuelle 2018 Annual General Meeting 2019



Centre universitaire  
de santé McGill



McGill University  
Health Centre

# Ordre du jour

# Agenda

## Mot d'ouverture

## *Welcome Remarks*

## Rapports

- Direction générale
- Activités cliniques et opérationnelles
- Résultats financiers
- Enseignement
- Recherche
- Ombudsman

## *Reports*

- *Executive Office*
- *Clinical & Operational Activities*
- *Financial Results*
- *Education*
- *Research*
- *Ombudsman*

## Présentation spéciale

- Application Opal

## *Special Presentation*

- *Opal Application*

## Mot de clôture

## *Closing Remarks*



# Mot d'ouverture *Welcome Remarks*

**Peter Kruyt**  
**Président du Conseil d'administration**  
***Chairman of the Board of Directors***



# Rapport de la Direction générale

## *Executive Office Report*

**Pierre Gfeller MD CM MBA**  
**Président-directeur général**  
***President and Executive Director***



## Rencontres et première analyse de l'organisation

- Forces
- Faiblesses
- Opportunités
- Menaces

## ***Establish Action Plan***

- *Ensure that the necessary leadership is in place*
- *Work better with our partners*
- *Strengthen our processes*
- *Determine our priorities to guide our decisions*

# Bilan de l'année    The Year's Accomplishments

ENJEU / PLAN D'ACTION 2018-2019	Statut
Approche de planification stratégique avec le conseil d'administration	●
Améliorer la relation avec le comité des usagers	●
Améliorer la relation avec le MSSS	●
Réévaluer les communications	●
Coordination du RUISS	●
Nomination de cadres :	
Directrice des finances	●
Directrice générale associée, Administration	●
Directeurs des services techniques	●
Directeur associé des communications	●
Directrice des ressources humaines, communications et affaires juridiques	●
Directeur exécutif et scientifique en chef, Institut de recherche du CUSM (IR-CUSM)	●
Clarifier le lien de gouvernance entre le CUSM et l'IR-CUSM	●
Clarifier la mission et l'avenir du Neuro	●
Intégration des processus administratifs	●
Intégration graduelle des processus cliniques	●
Surcapacité des soins adultes au site Glen et impact sur le service de l'Urgence	●
Élaboration de règlements départementaux	●
Accès à l'information à être améliorer	●
Structure du département de médecine (MSSS)	●
Volumes en traumatologie pédiatrique	●
Équipe de gestion répartie sur plusieurs sites	●

# Entente de gestion et d'imputabilité *Management & Accountability Agreement*

ORIENTATIONS STRATÉGIQUES / STRATEGIC ORIENTATIONS	OBJECTIFS STRATÉGIQUES PRIORISÉS / PRIORITIZED STRATEGIC OBJECTIVES	DIRECTEUR RESP. / DIRECTOR RESP.	
Accès et Qualité / Access and Quality	2.3 Appliquer les plus hauts standards de qualité en matière de soins et services. / Apply the highest standards of quality to care and services.	DQEPE	
Organisation engagée / Organization	Engaged	5.1 Favoriser l'implication du personnel et des médecins dans l'évolution du CUSM. / Promote the involvement of staff and physicians in the evolution of the MUHC.	DRHCAJ
Accès et Qualité / Access and Quality		2.1 Améliorer l'accès aux soins spécialisés et aux services diagnostiques. / Improve access to specialized care and diagnostic services.	DSP
Partenariat / Partnership		3.2 Mettre en place des trajectoires de soins optimales et fluides. / Put in place optimal and fluid care trajectories.	PDGA
Performance et imputabilité / Performance and Accountability		6.1 Assurer l'utilisation optimale de nos ressources. / Ensure optimal use of our resources.	DRF
Performance et imputabilité / Performance and Accountability		6.2 Améliorer les processus cliniques et administratifs. / Improve clinical and administrative processes.	PDG



# Rapport des activités cliniques et opérationnelles

# *Clinical & Operational Activities Report*


**Ewa Sidorowicz, MD, CM, FRCP(c) MSc**  
**Directrice des services professionnels**  
***Director of Professional Services***

**Antoinette Di Re, BSc, MBA**  
**Directrice, Services multidisciplinaires (sites adultes), Mission de santé mentale, Trajectoire du patient NSA/SAPA**  
***Director, Multidisciplinary Services (adult sites), Mental Health Mission, NSA/SAPA Patient Trajectory***



## FAITS au sujet du CUSM 2018-2019

## FACTS about the MUHC



# Dossiers prioritaires

# *Priority Files*

## Accès aux urgences

- Ouverture de lits temporaires additionnels
- Revue du flux des patients, incluant le volet d'hospitalisation
- Partenariat pour que chaque patient soit au bon endroit au bon moment

## Accès aux tests d'imagerie

- Augmentation des heures d'ouverture en imagerie médicale, en particulier pour la tomodensitométrie et l'imagerie à résonance magnétique

## Accès aux chirurgies

- Revue administrative du suivi des listes d'attente

# Dossiers prioritaires

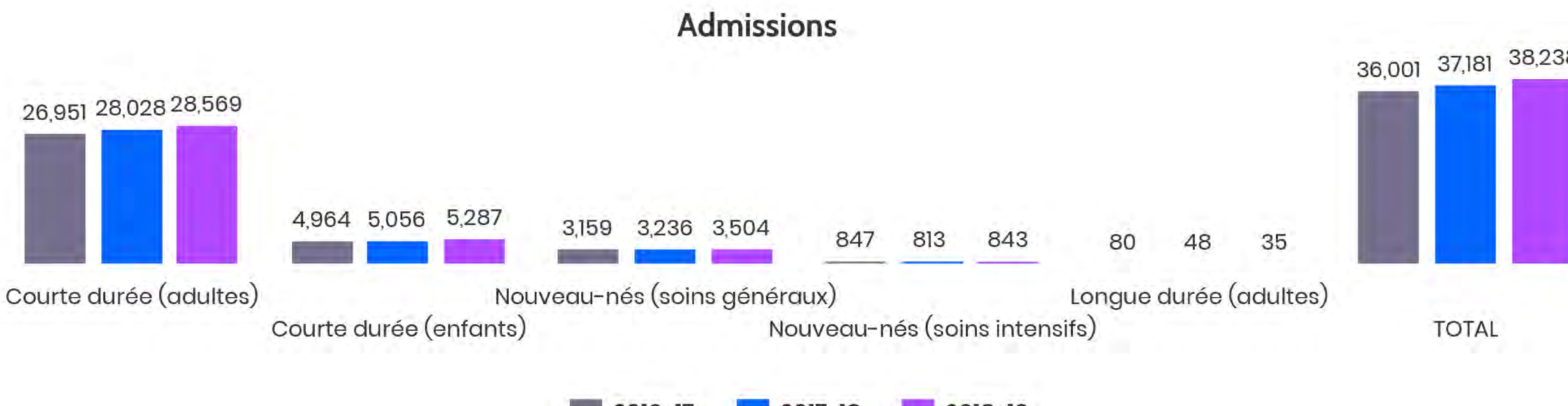
# *Priority Files*

- Modernisation de l'HGM et la revue de son plan clinique
- Modernisation de l'Hôpital Lachine
- Carte d'hôpital unique avec logos du CUSM et de l'HME du CUSM
- Consolidation au Neuro des patients ayant subi un AVC – préparation
- Grappe Optilab CUSM – 2e année
- Déploiement des systèmes d'information unifiés du MSSS pour pharmacie, imagerie et formation continue partagée – rôle du CUSM

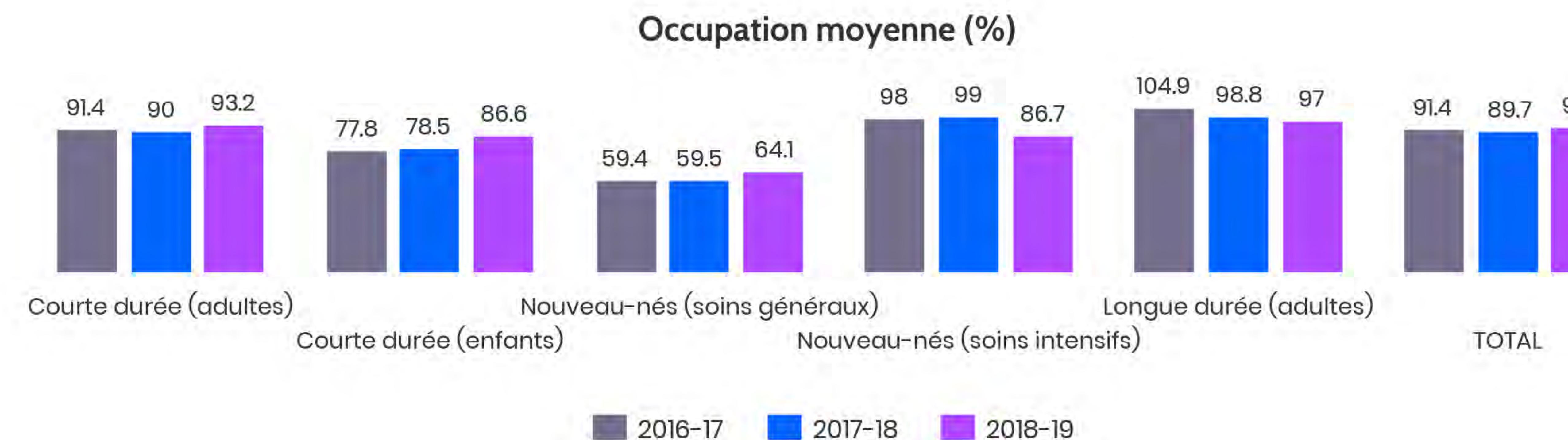
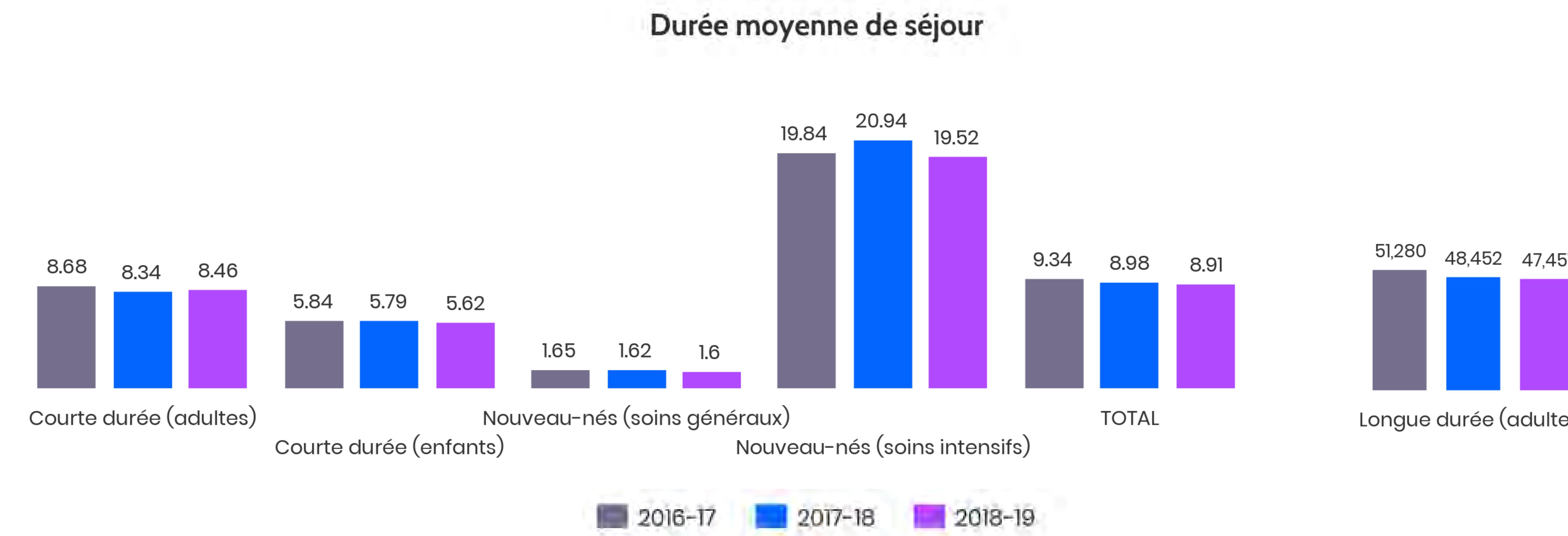
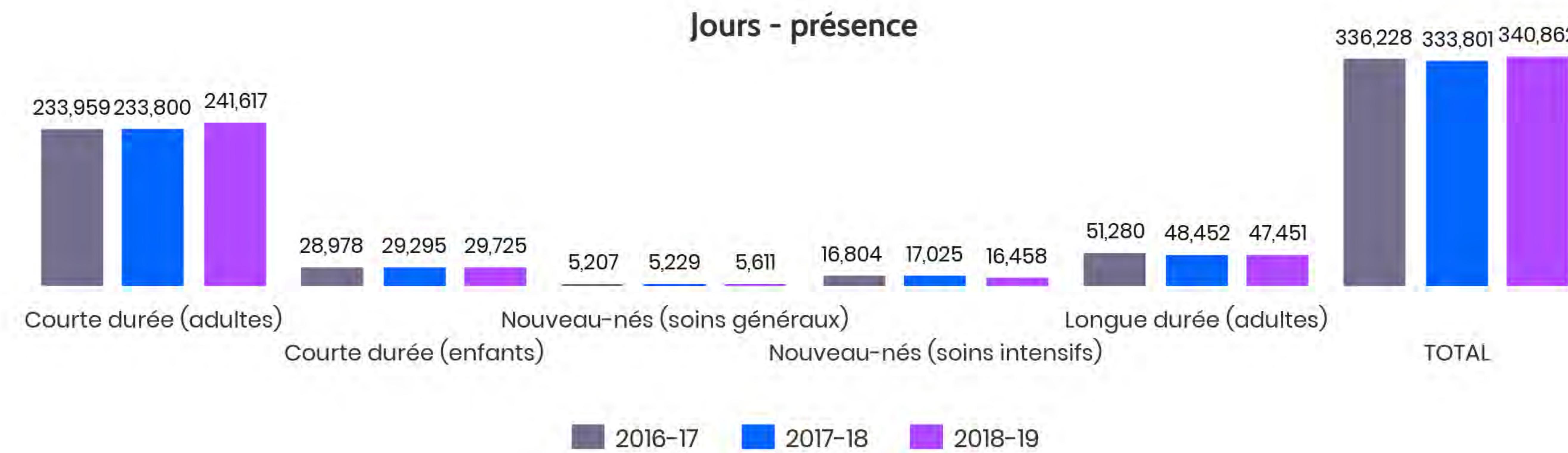
# Hospitalisations



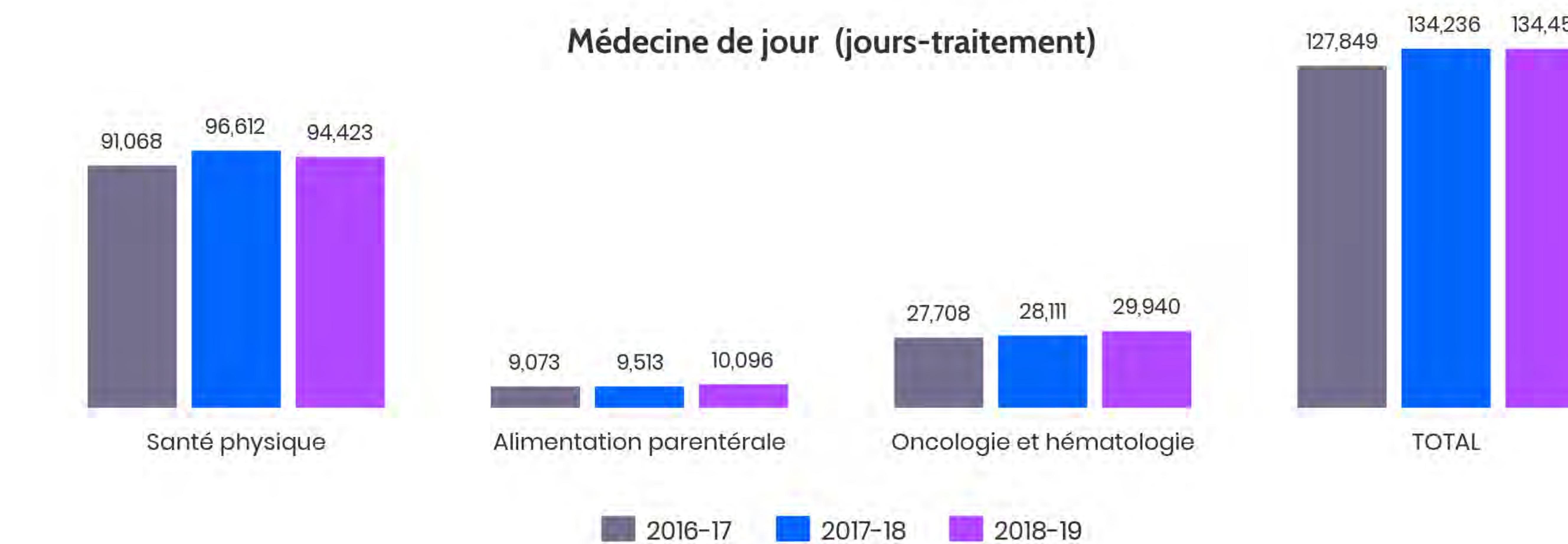
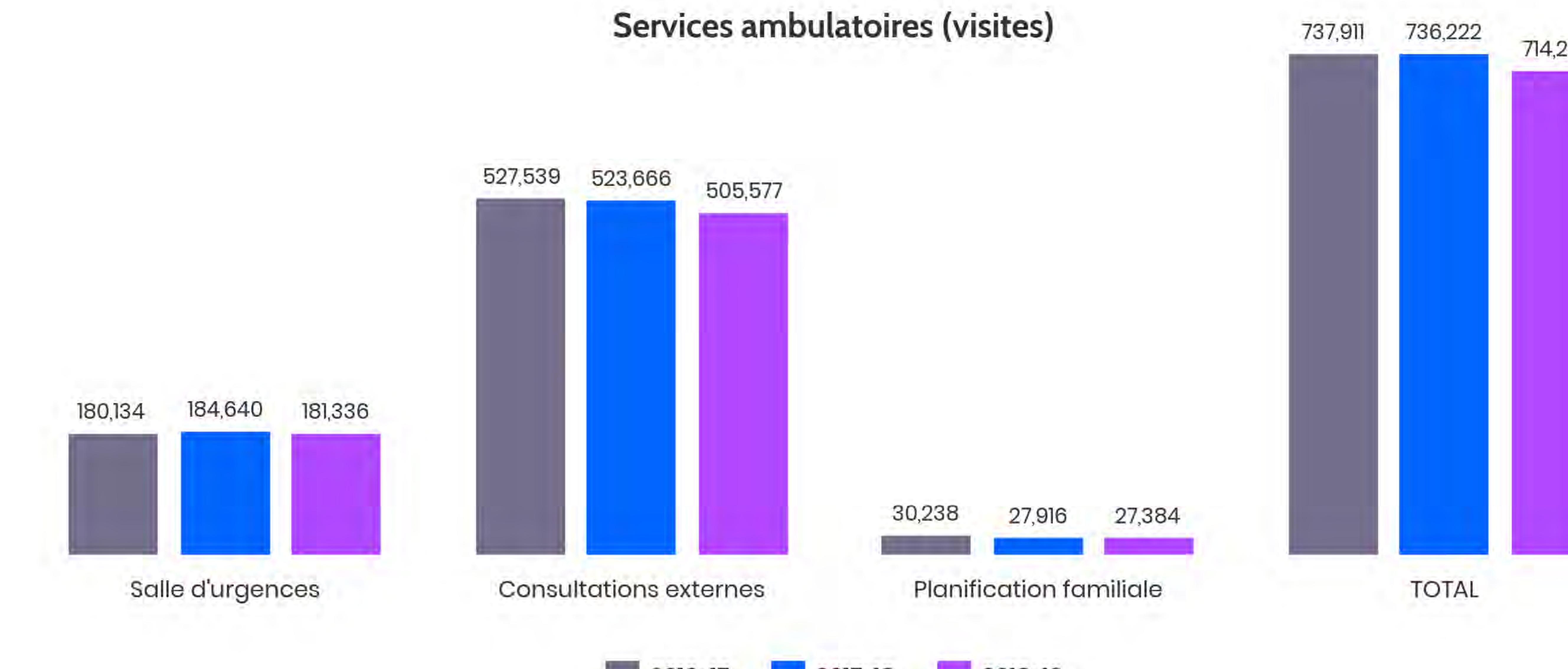
■ 2016-17 ■ 2017-18 ■ 2018-19



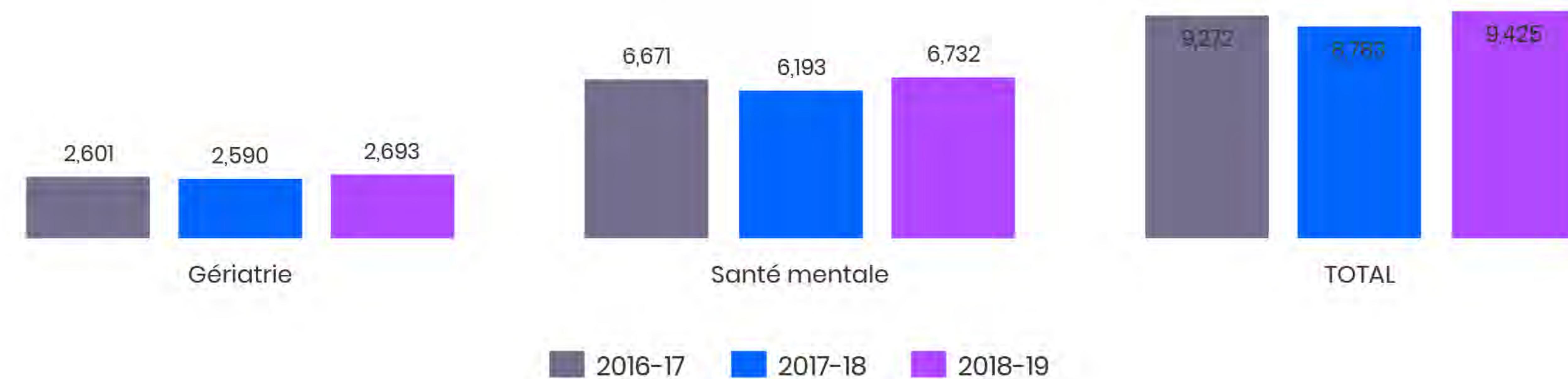
■ 2016-17 ■ 2017-18 ■ 2018-19



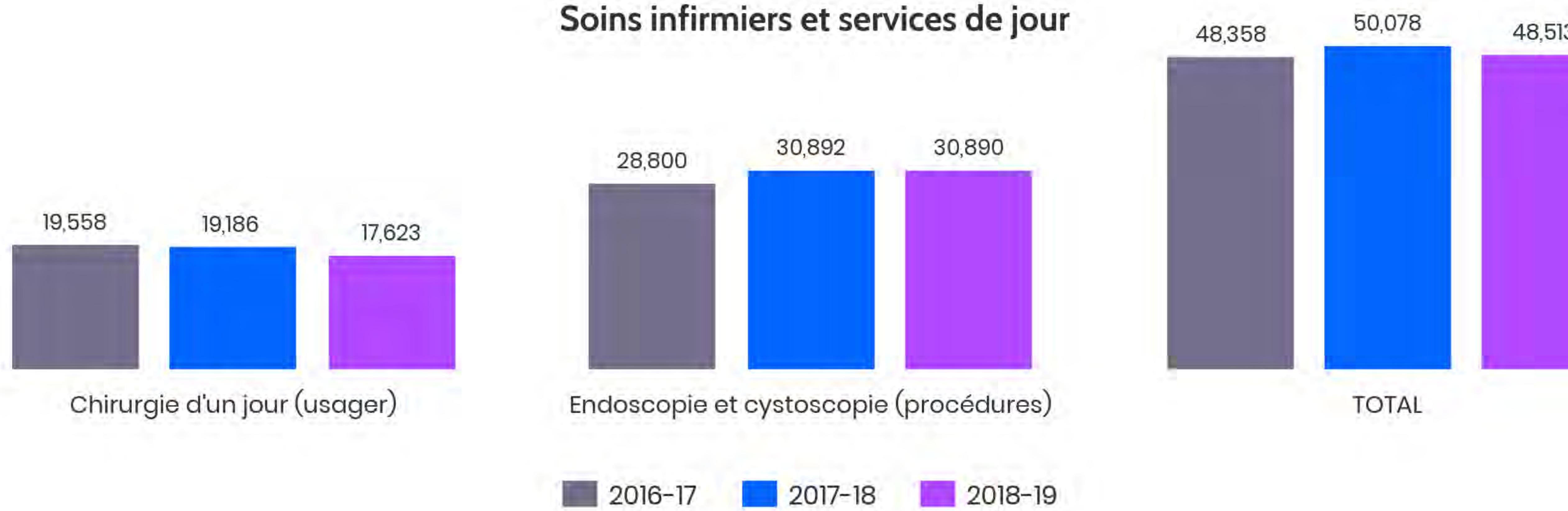
# Alternatives à / to hospitalisations



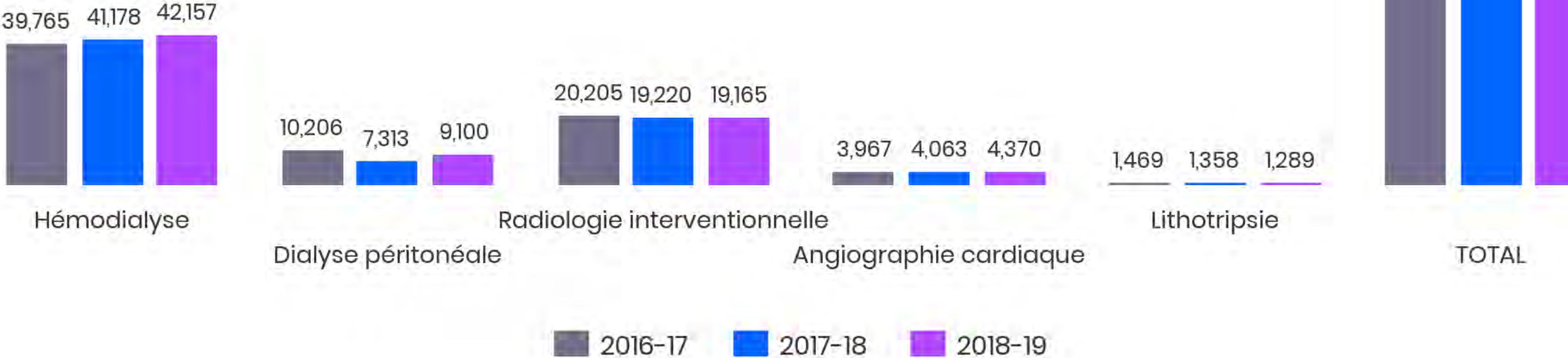
### Hôpital de jour (présences)



### Soins infirmiers et services de jour



### Autres (traitements)



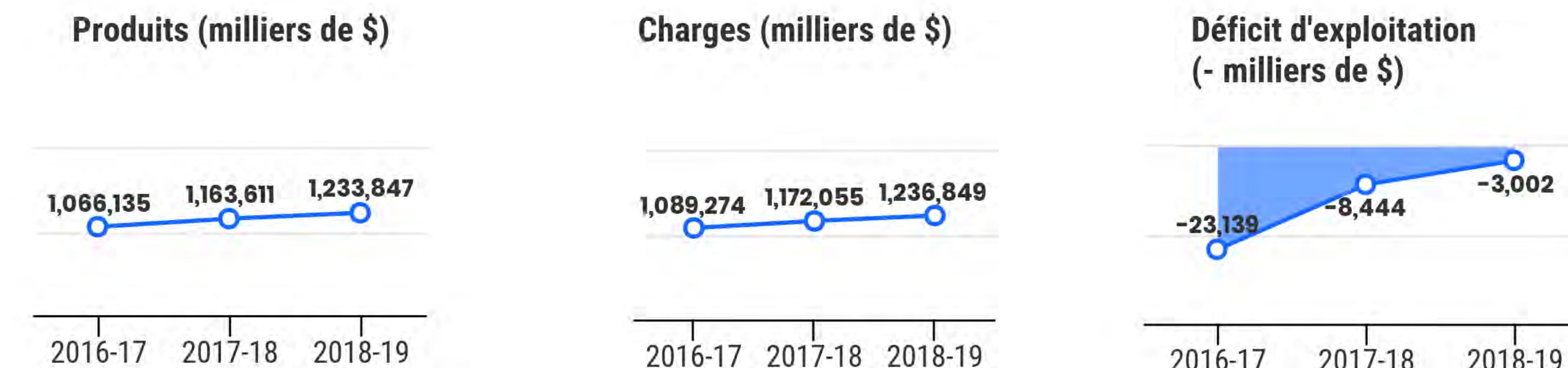
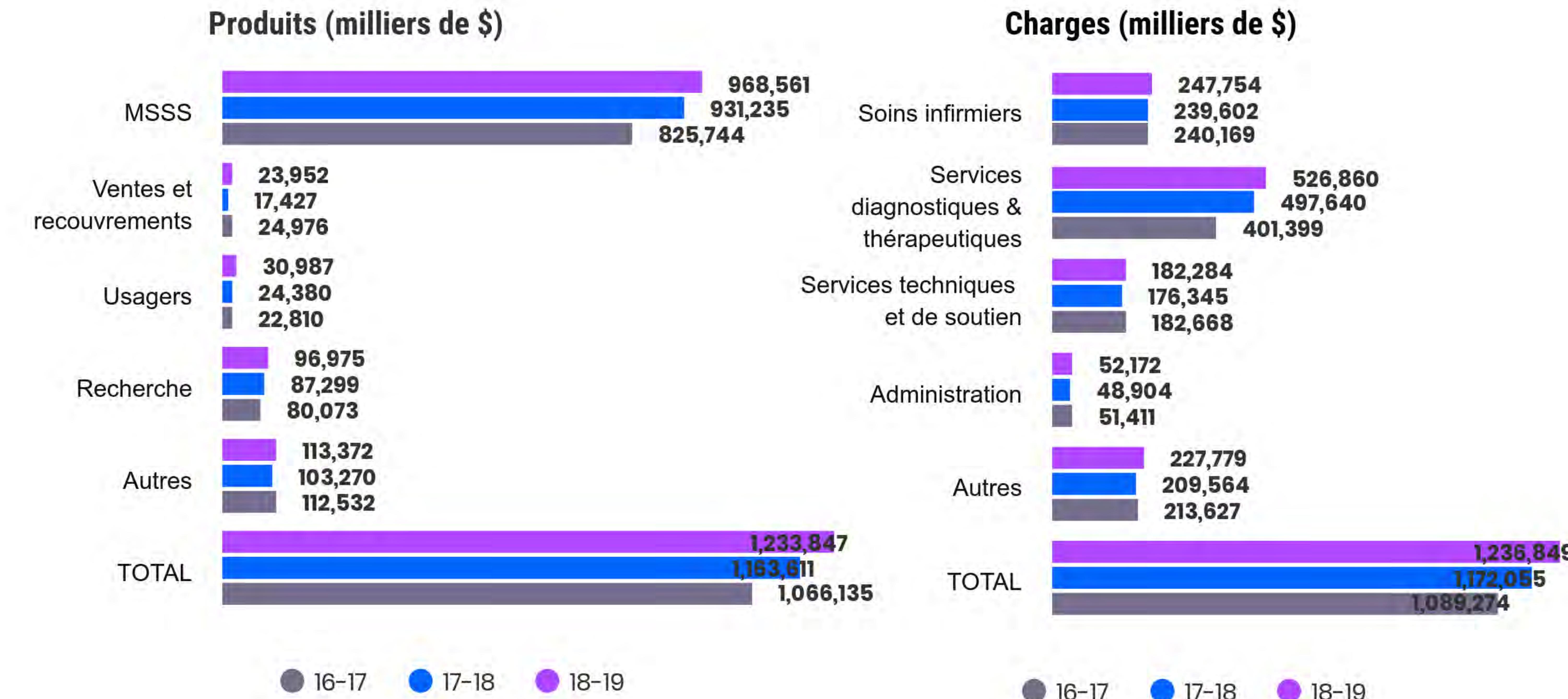


# Résultats financiers

## *Financial Results*

Dawn Singerman, CPA, CMA  
**Directrice des ressources financières**  
*Director of Financial Resources*

# Résultats financiers : Fonds d'exploitation



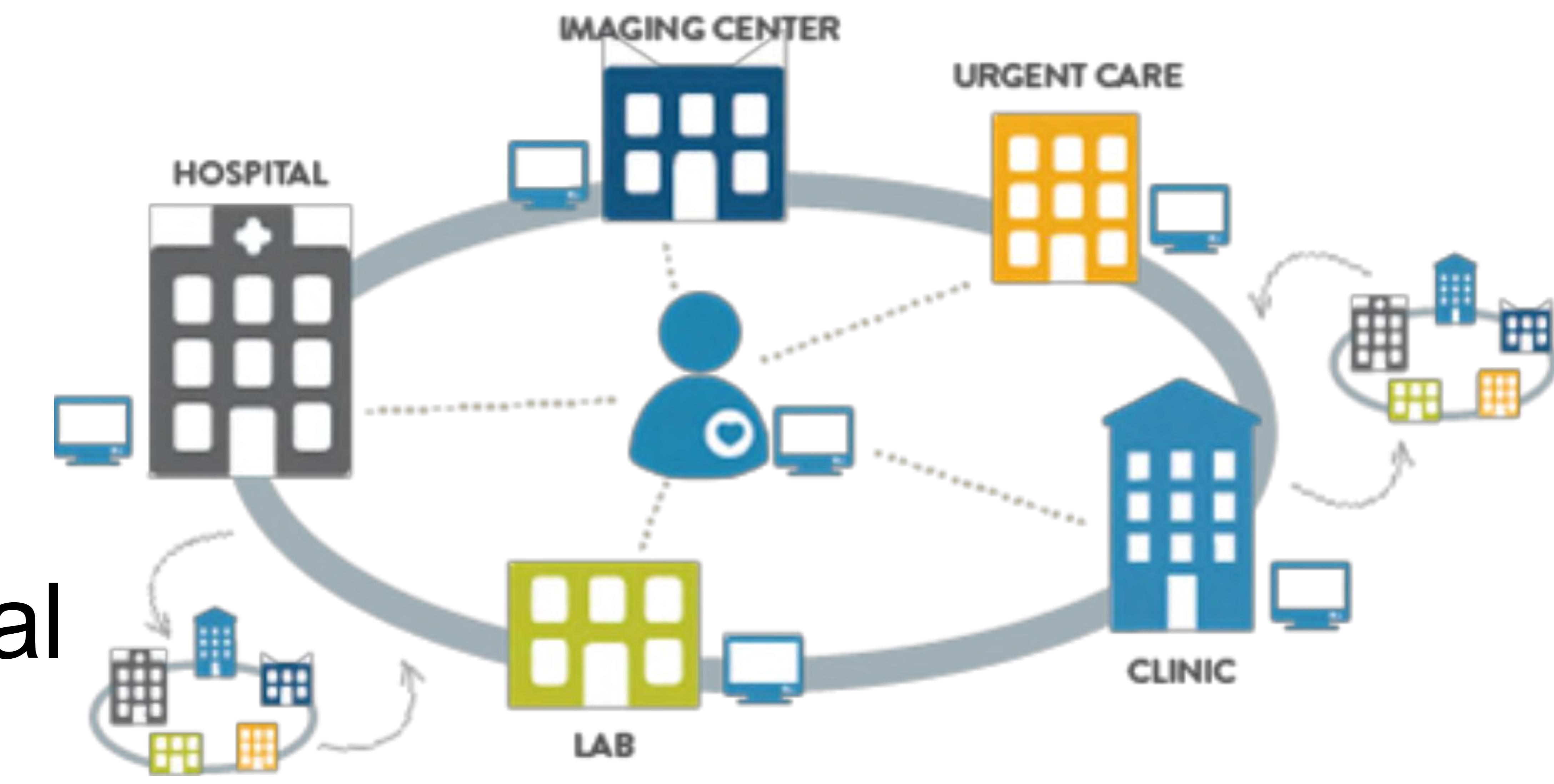


# Rapport sur l'enseignement *Education Report*

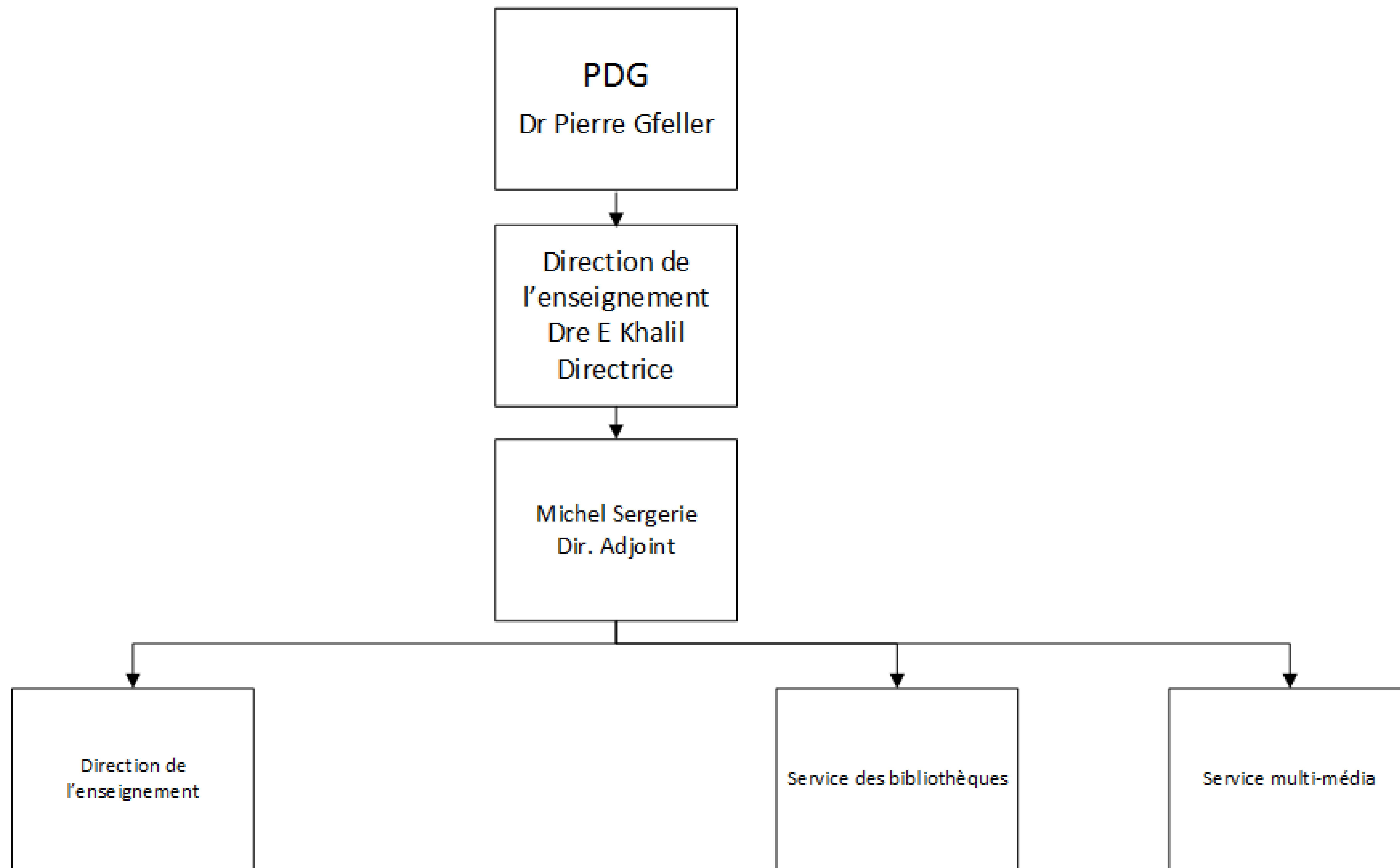
**Elene Khalil, MD, CM, FRCPC, FAAP**  
**Directrice de l'enseignement**  
***Director of Education***

# What is the Added Value of Education in Health Establishments?

- Reinforces focus on the patient
- Increases quality of care
- Enhances interdisciplinary/inter-professional collaboration for learners and faculty
- Improves knowledge and practice for learners and faculty
- Prepares our future professionals
- Retains and attracts strong staff



# Education Directorate Reporting Structure



- **Bridge / Facilitator**

Communication pole and interface with faculty, program directors/ medical chiefs and clinical directors (DPS, DN, DMS etc.)



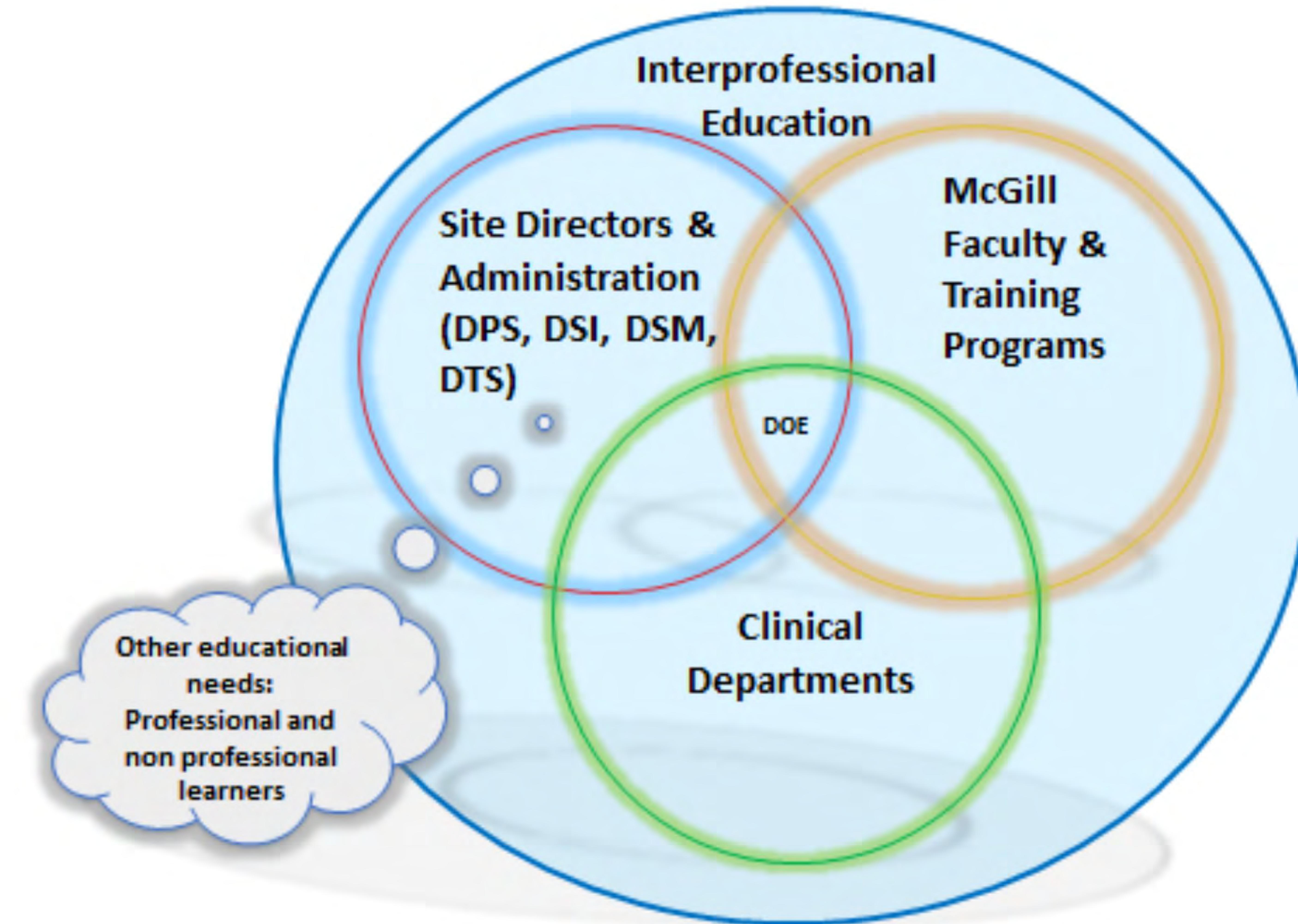
- **Spokesperson**

Program directors/ medical chiefs and upper management

- **Leader**

Development of local teaching activities, support programs, policies and chair of teaching committees, innovator

# How We Interface



# Vision

To promote the highest quality, safe and efficient patient-centred care through the education of current and future interprofessional members of the healthcare team.



# Mission

The MUHC Directorate of Education will be the **leader in education** of current and future healthcare providers by promoting a **safe, positive, engaging and collaborative environment** where the synergies of interprofessional partnerships and effective resource allocation will benefit all learners across health professions and through all stages of learning. Through the fostering and strengthening of partnerships with all teaching institutions, particularly with McGill University, it will support educational endeavours that **will encourage all health professionals to develop within the tertiary/quaternary care delivery mission of the MUHC.**

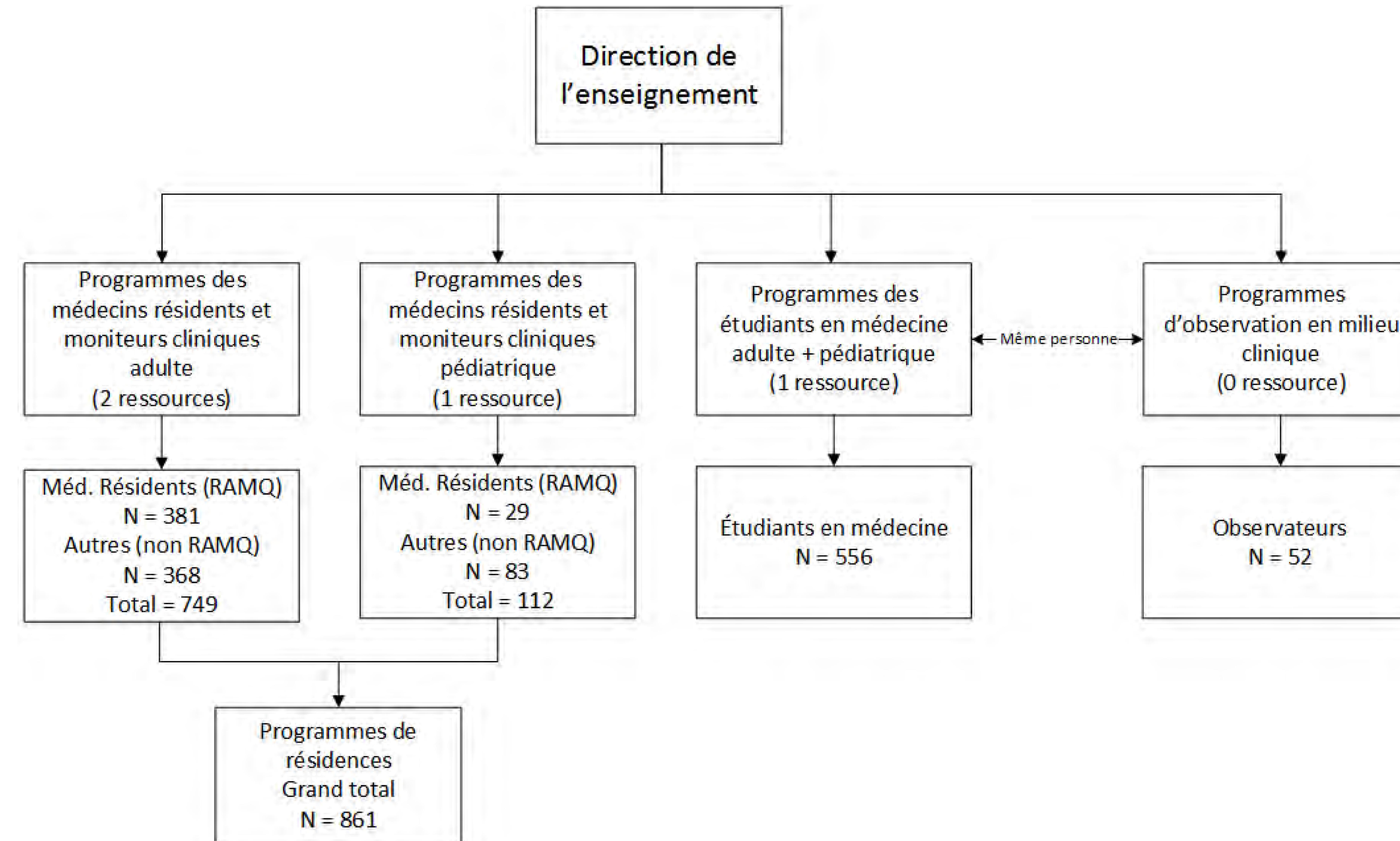
# Strategies

- Provide a safe **teaching environment** that is conducive to learning for the MUHC's inter-professional teams / learners.
- Develop and foster **partnerships** within the MUHC's internal and external educational network.
- Provide **leadership** and **structure** for the passionate and dedicated **educators** of the MUHC.
- Encourage engaging **teaching methods and attitudes**.

# Strategies

- Serve as a **repository** for educational information, resources, support.
- Enhance **educational outreach** across McGill RUISSS via telehealth.
- Ensure that available **financial resources are allocated** based on defined selection criteria.
- Facilitate **innovative teaching and assessment tools**, including simulation.
- Promote **scholarly activity** in medical education.

# Medical Education



# Others We Train

- Over 5,500 healthcare professionals trained/year
- 1,000 medical and surgical residents
- 2,400 nurses
- 550 medical students
- 1,200 researchers
- 400 students in allied health professions

# Accomplishments

- Resident orientation
- Established security screening process
- Medspecs
- Observership Program
- Joining the University of Montreal library consortium
- Soft launch of Directorate of Education Intranet page

# Accomplishments

- Solidifying relationship with McGill and our education counterparts at Montreal regional CIUSSSs
- Academic Retreat on learning environment
- Laying foundations for educational partnerships with RUISSS members: Montérégie Ouest, Outaouais
- Accreditation: PGME- RCPSC, CMQ, CFP
- MUHC Interprofessional Committee for Education (MICE)
- Simulation needs assessment for education, training and competencies maintenance

# Overarching Goal

Highest quality patient-centred care  
**NOW and into the *FUTURE***



Please rate your experience:

Outstanding

Excellent

Very good

Good

Average

Poor

Thank you!



# Rapport sur la recherche *Research Report*

**Bruce Mazer, MD**

**Directeur exécutif et scientifique en chef par intérim,  
Institut de recherche du CUSM**

***Interim Executive Director and Chief Scientific Officer,  
Research Institute of the MUHC***

- Largest hospital-based research institute in Quebec
- 420 full and part-time researchers
- Over 120 basic and translational science laboratories
- 100 of Canada's top outcomes and epidemiology researchers
- Over 200 research labs with clinic/patient-oriented researchers
- Nearly 1,200 masters, doctoral and postdoctoral students and other trainees

# Research Infosource Rankings



- 2017 Research Expenditures
  - \$178M, Canadian Ranking #3
- 2018 Research Expenditures
  - \$204M, 14% increase
- 2019 Research Expenditures
  - TBD: Rankings in November 2019

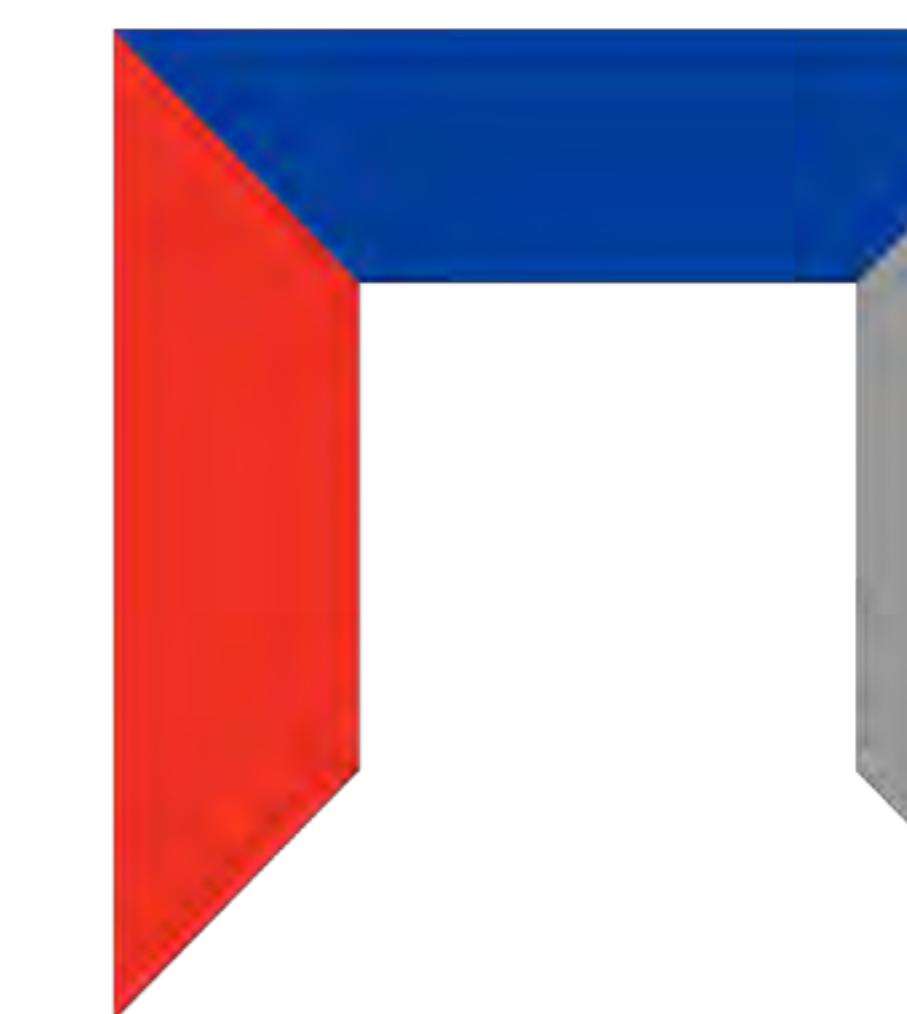
# New Facilities for Research



# MGH Redevelopment: Centre for Outcomes Research



# Surgical Innovation Platform: BEACHHEAD



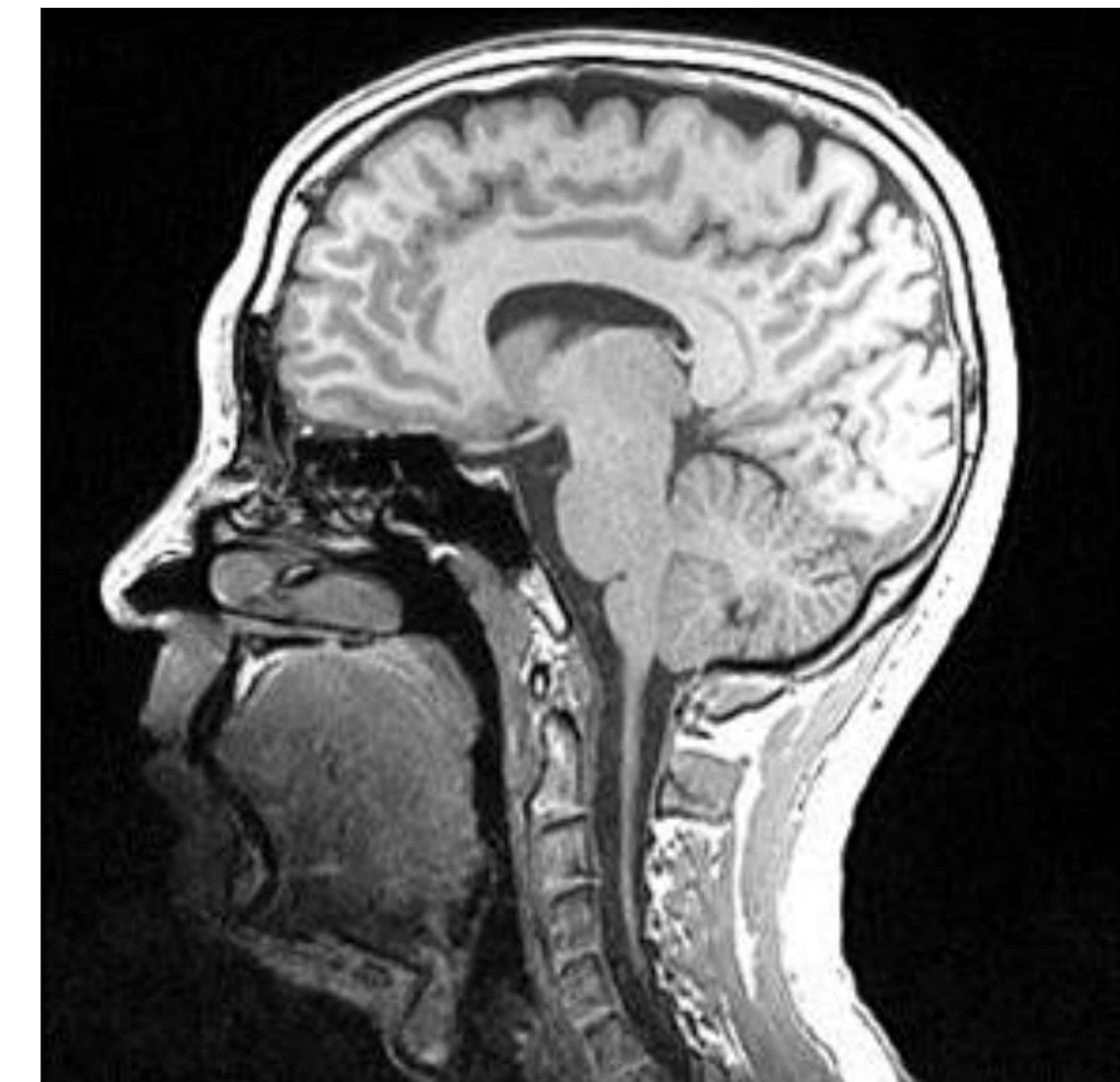
**CLIP**  
MEDTEQ BEACHHEAD™

# Incubator for Surgical Innovation



# MGH Major Investments: Strategic Infrastructure Fund and CFI

- CFI funding
- MRI for MGH Traumatic Brain Injury Program



# In the News

- **Dr. Emily McDonald:** Move to single-patient rooms resulted in decrease of infection rates
- **Dr. Yoram Shir, MD:** Gut bacteria associated with chronic widespread pain for first time
- **Deborah Da Costa and Tuong-Vi Nguyen :** Pregnancy-specific anxiety may impact how long a woman exclusively breastfeeds her child
- **Dr. Maziar Divangahi:** Canadian researchers on promising path towards developing flu treatment using lipid target

# In the News

- **Dr. Alex Gregorieff** : Team from RI-MUHC and Lunenfeld-Tanenbaum RI discover a new stem cell (Nature)
- **Dr. Kaberi Dasgupta and Dr. Meranda Nakhla** : Maternal gestational diabetes linked to diabetes in children
- **Dr. Isabel Fortier** : Air pollution speeds up aging of the lungs and increases COPD risk
- **Dr. Brett Burstein** : Increase in children and teens seen in ERs for suicide attempts and suicidal thoughts

# In the News

- Dr. Geneviève Bernard : International team of scientists detect cause of rare pediatric brain disorder
- Dr. Lucy Gilbert and Dr. Kris Jardon : A reliable test for early detection of endometrial and ovarian cancers wins Québec Science's 2018 Award for Discovery of the Year!
- Dr. Gabriella Gobbi : Increased depression and suicidal behaviour risk for young cannabis users
- Dr. Will Foulkes and Dr. Jazusz Rak: Shared genetic marker offers new promise in targeting specific ovarian and lung cancers

# In the News

- **Dr. Jean-Pierre Routy** : A hide-out for viruses in the testicles
- **Dr. Stéphane Laporte**: Innovative biosensor technology reveals secrets of how drugs work
- **Dr. Janusz Rak** : How does cancer spread? Researchers pinpoint a gene that affects cell-to-cell communication leading to the disease
- **Dr. Don van Meyel** : Can't sleep? Fruit flies and energy drinks offer new clues
- **Dr. Nitika Pai**: Can a smart app encourage HIV-self testing in Canada?

# Major Endeavours

## Montreal Cancer Consortium

- \$42M Multi-centre Terry Fox Research Institute and Imagia Grant
- MESI Fonds d'accélération de collaboration en santé: Immunotherapy for Oncology (McGill, JGH, MUHC, CHUM, HMR)
- \$35M Br. pounds for Thoracic Oncology

## McGill Integrated Institute for Infection and Immunity

- To unify patient care and evaluation and increase personalized therapies in infectious diseases, autoimmunity, allergy cancer and immune defects

# Major Support

- Foundations – MCH, MUHC, MGH, Cedars, unprecedented programs for innovation
- US Department of Defense grants: #1 in Canada
- CIHR Spring 2019: 21% success rate (national avg 15%)

# What's the Secret?

- WE ARE A RESEARCH-DRIVEN HOSPITAL
- Able to study disease and health from conception to end of life
- On the cutting edge at the present and primed for the future
- We aim to innovate and translate rapidly from bench and computer to the bedside!



# Rapport de l'ombudsman

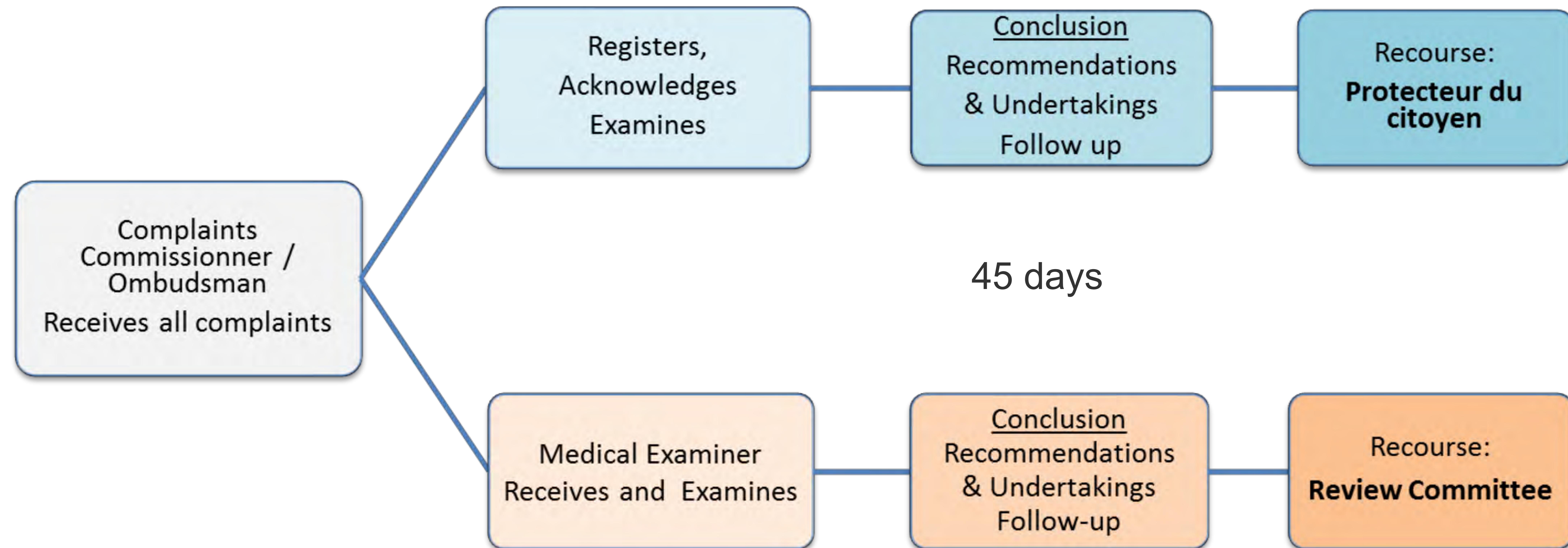
## *Ombudsman's Report*

**Lynne Casgrain, BA, LLB**

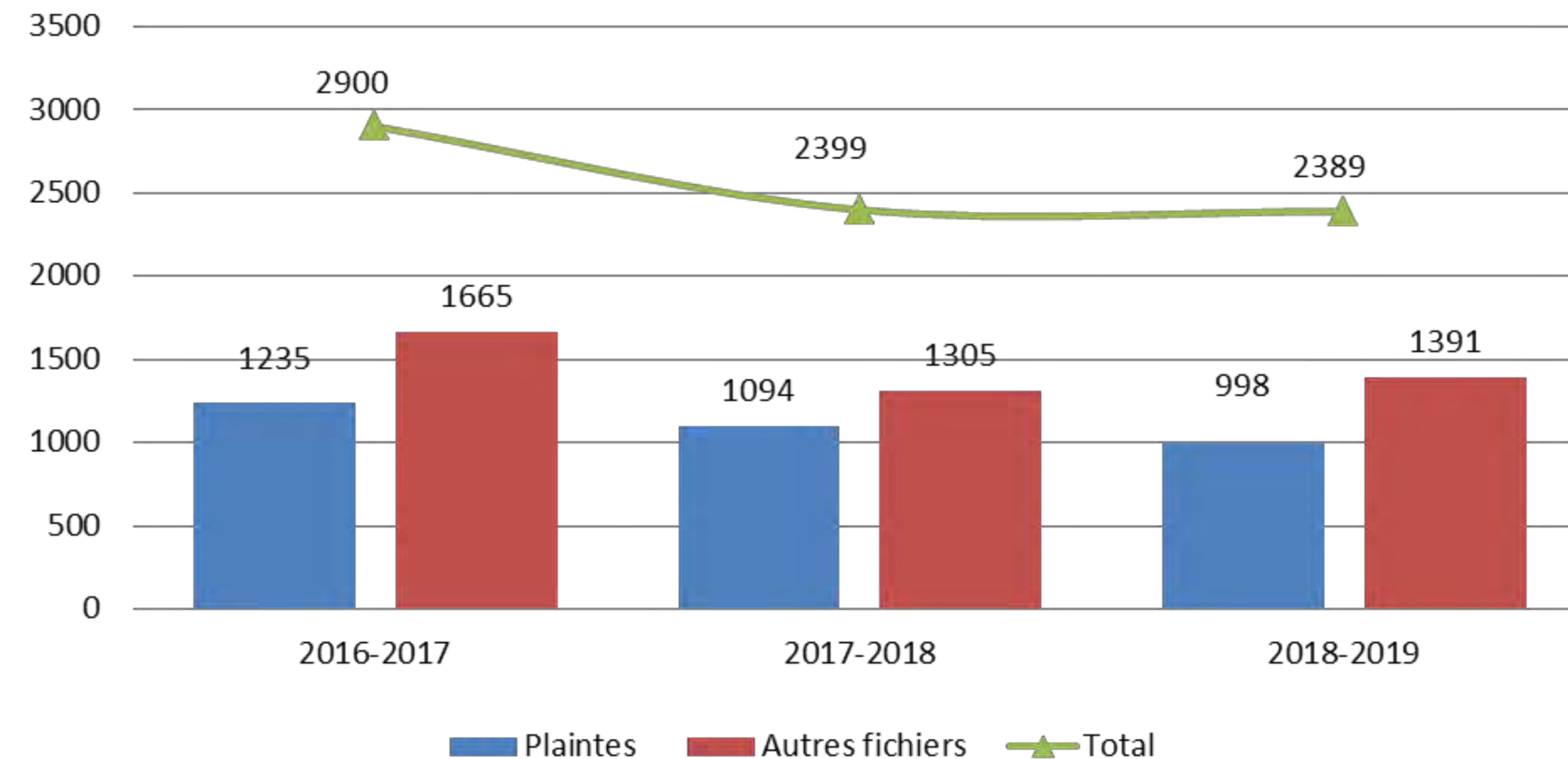
**Commissaire/Ombudsman, Bureau des plaintes et de  
la qualité des services**

***Commissioner/Ombudsman, Office of Complaints and  
Quality of Services***

# Plan du système de plainte

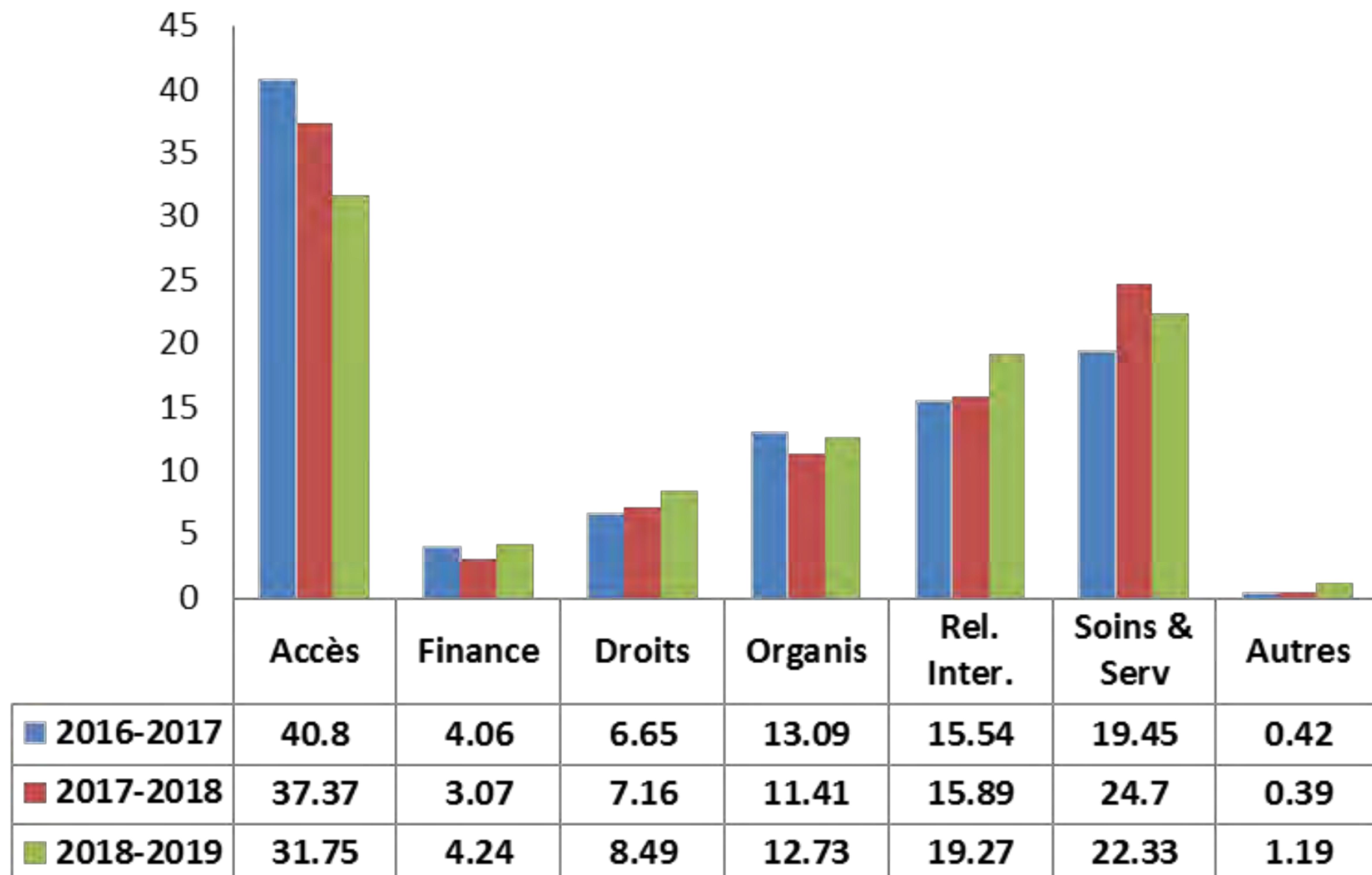


# Nombre total des fichiers ouverts

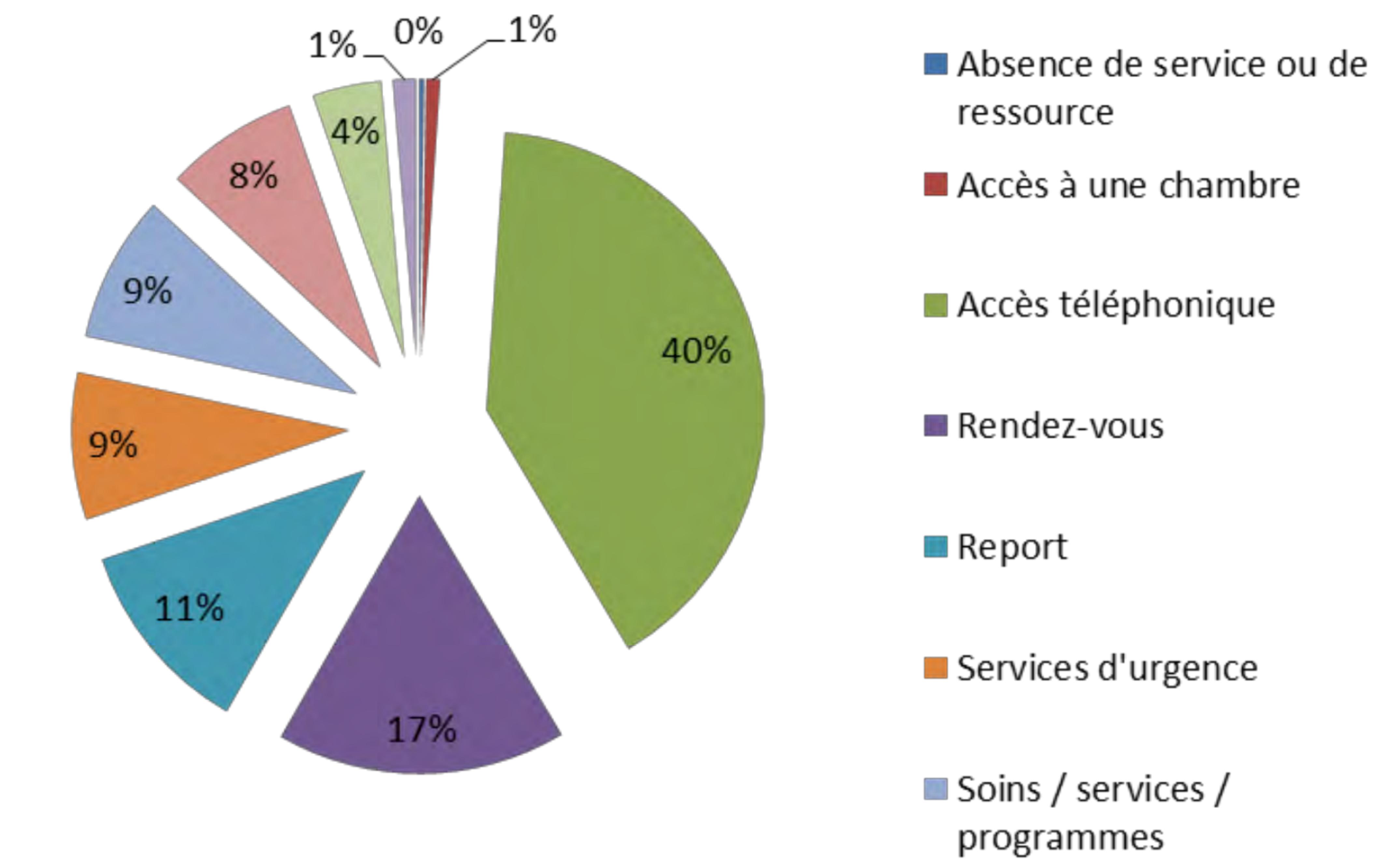


# Motifs de plainte

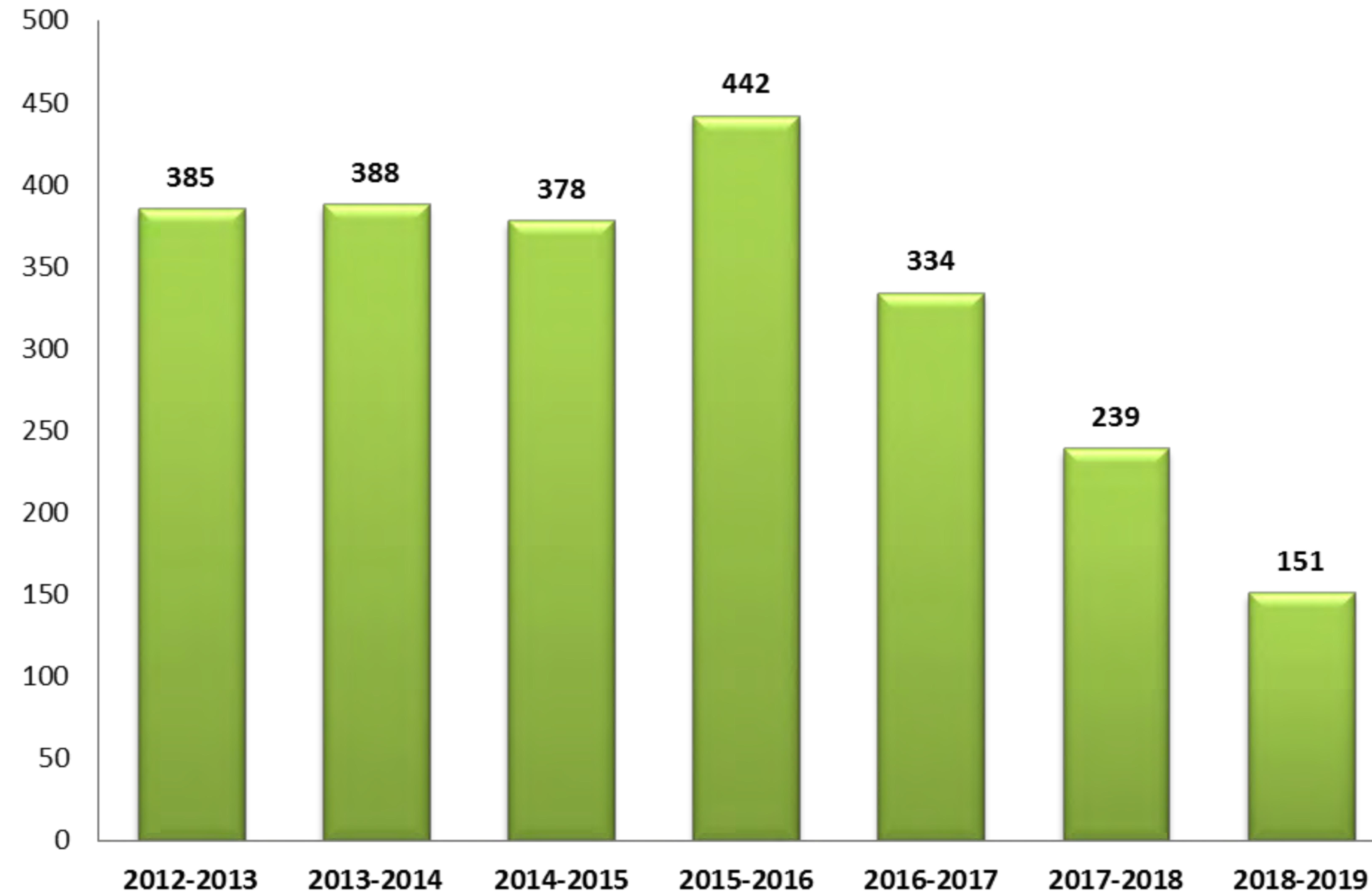
Toutes catégories



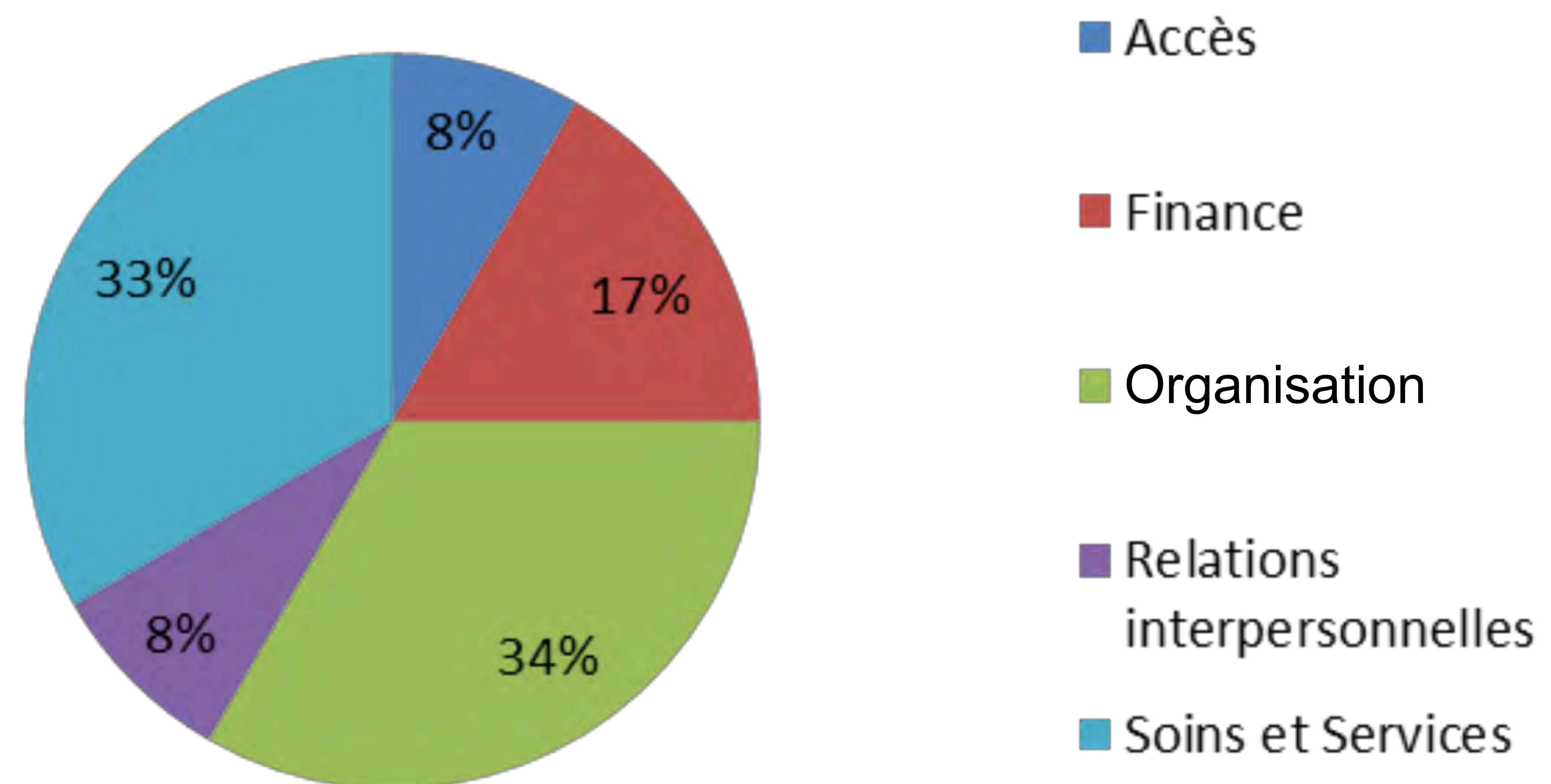
Accès



# Accès téléphonique : 2012 à 2019

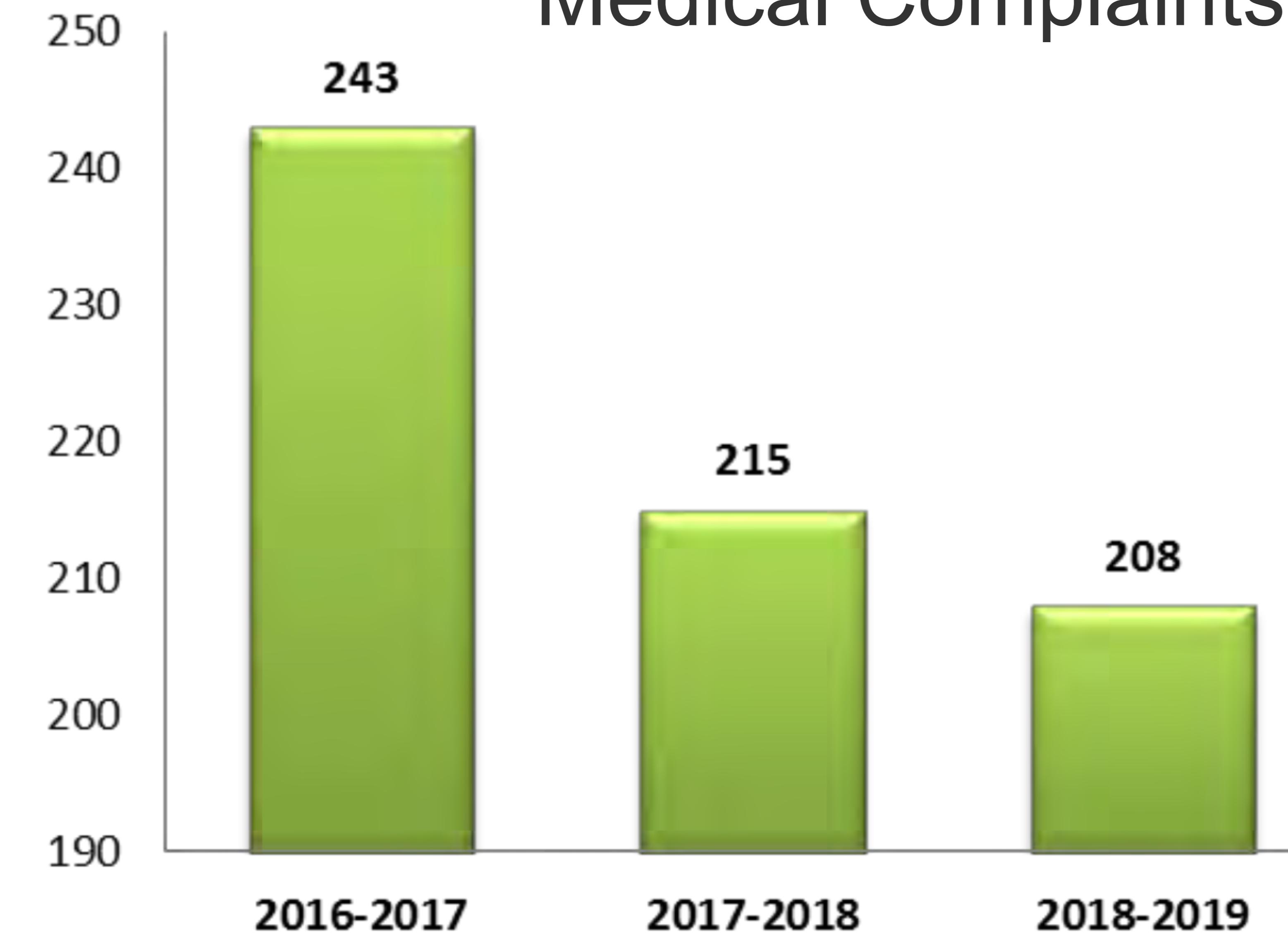


# Protecteur du citoyen

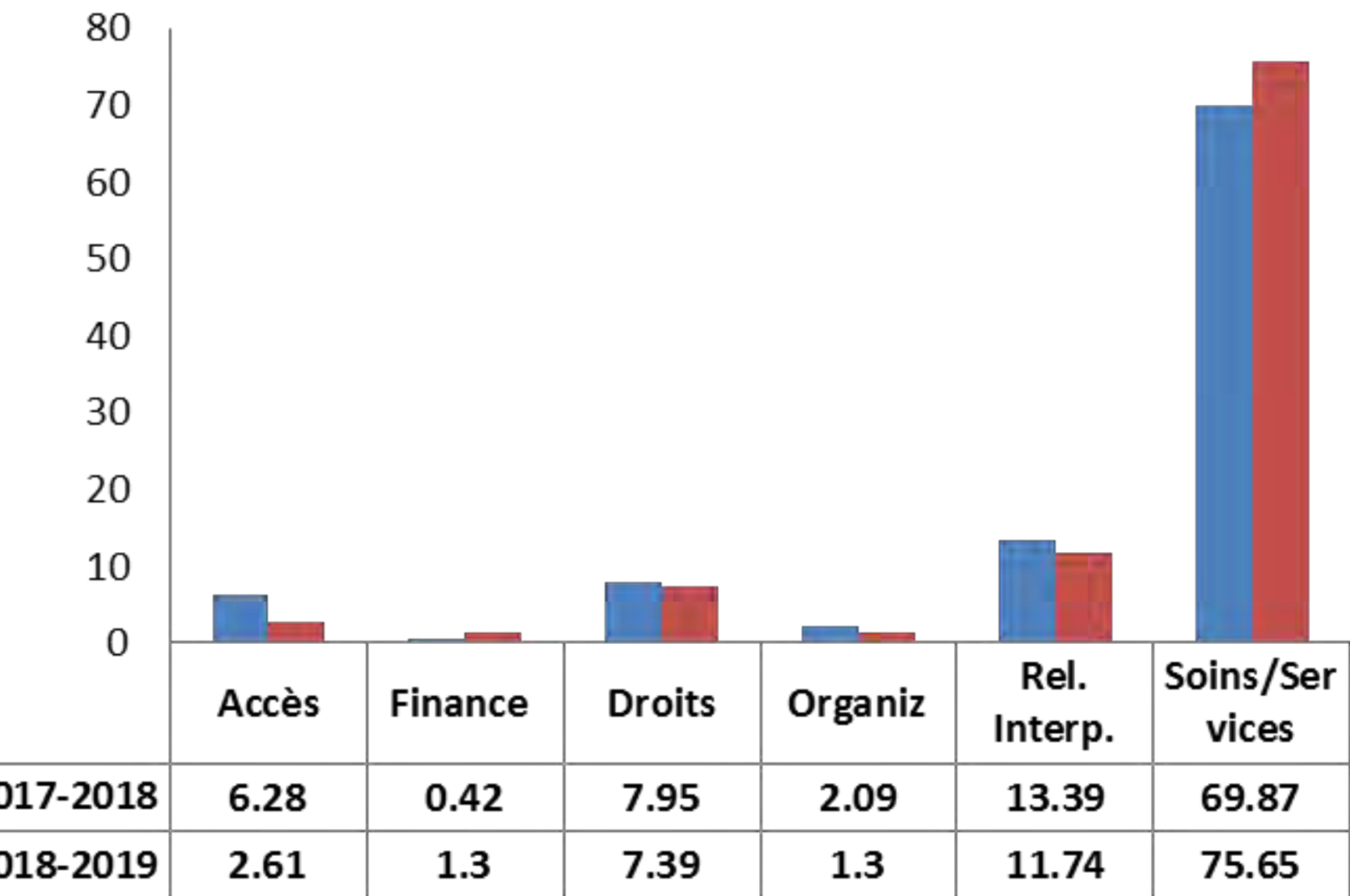


# Plaintes médicales

Medical Complaints



Medical Complaints - Motives (%)



Review Committee Files





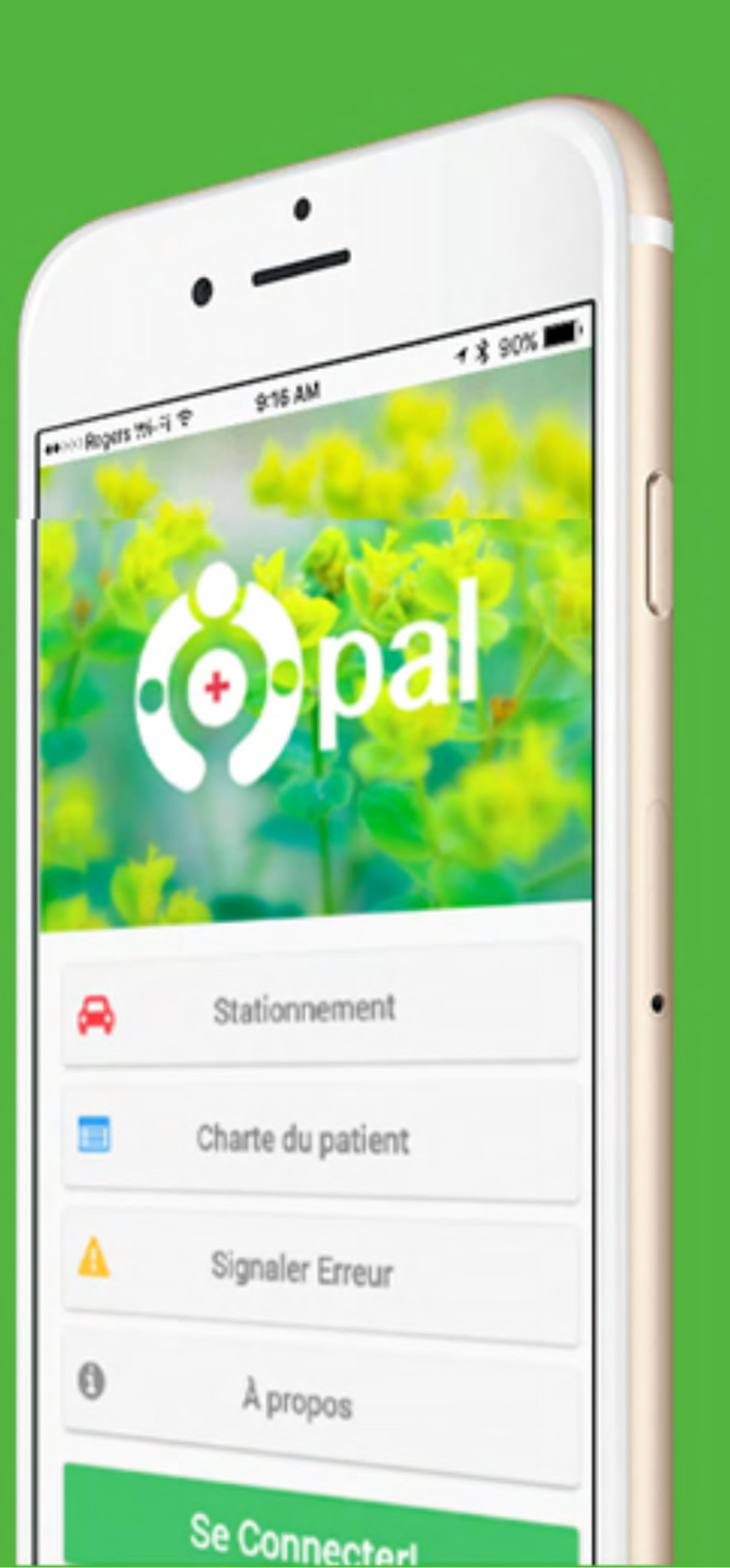
# L'application Opal

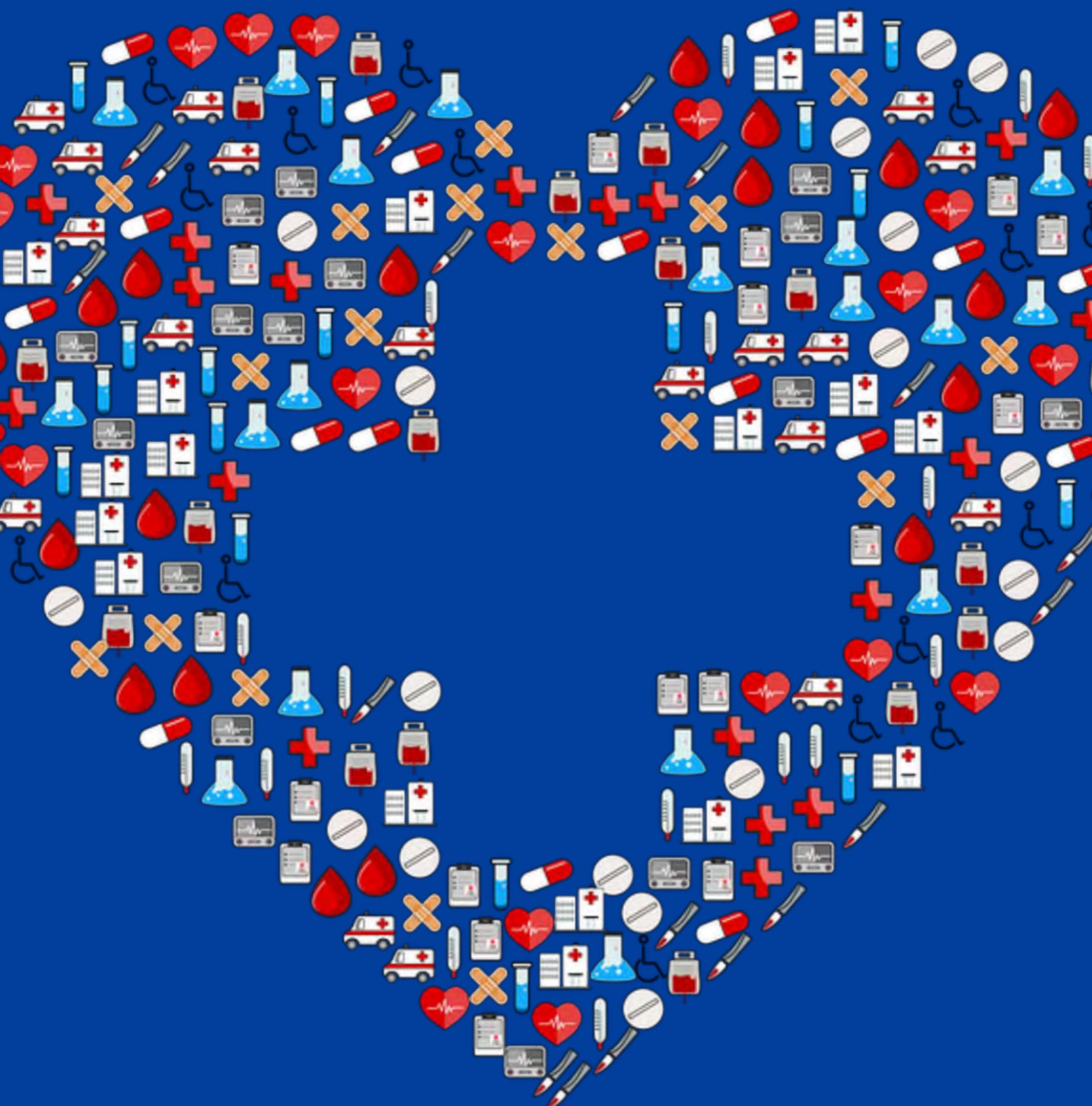
## *The Opal Application*

**John Kildea, Ph.D MCCPM**

**Physicien médical, Université McGill; Institut de recherche du CUSM**

***Medical Physicist, McGill University; Research Institute of the MUHC***





# Mot de clôture *Closing Remarks*

**Pierre Gfeller, MD CM MBA**  
**Président-directeur général**  
***President and Executive Director***



# Période de questions et réponses

## *Question and Answer Period*

