

TRANSFORMATION  
INNOVATION  
EXCELLENCE

CUSM  
MUHC 2015

Rapport annuel | 2013  
Annual Report | 2014

Centre universitaire  
de santé McGill



McGill University  
Health Centre

# Claudio F. Bussandri

Chairman, MUHC Board of Directors

Centre universitaire  
de santé McGill



McGill University  
Health Centre

# A small video to start...



Centre universitaire  
de santé McGill



McGill University  
Health Centre

# MUHC Annual General Meeting agenda

- Ombudsman's Report: Lynne Casgrain
- Finance Report: Stephane Beaudry
- Clinical Activities Report: Ann Lynch
- Research Institute Report: Francois Schubert
- Presentation on Cedars Cancer Centre  
and Rossy Cancer Network: Cathy Ann Barr
- Director General & CEO's Report: Normand Rinfret





# Claudio F. Bussandri

## Chairman's report

Centre universitaire  
de santé McGill



McGill University  
Health Centre

# Lynne Casgrain

**Office of the Local Service Quality and  
Complaints Commissioner / Ombudsman MUHC**

Centre universitaire  
de santé McGill



McGill University  
Health Centre

# Mandate

- Equitable, impartial, diligent and compassionate examination and resolution of complaints
- Tracking complaints, trends, issues and obtaining undertakings of corrective measures or recommendations
- Promotion of patients' rights

## **Focus:**

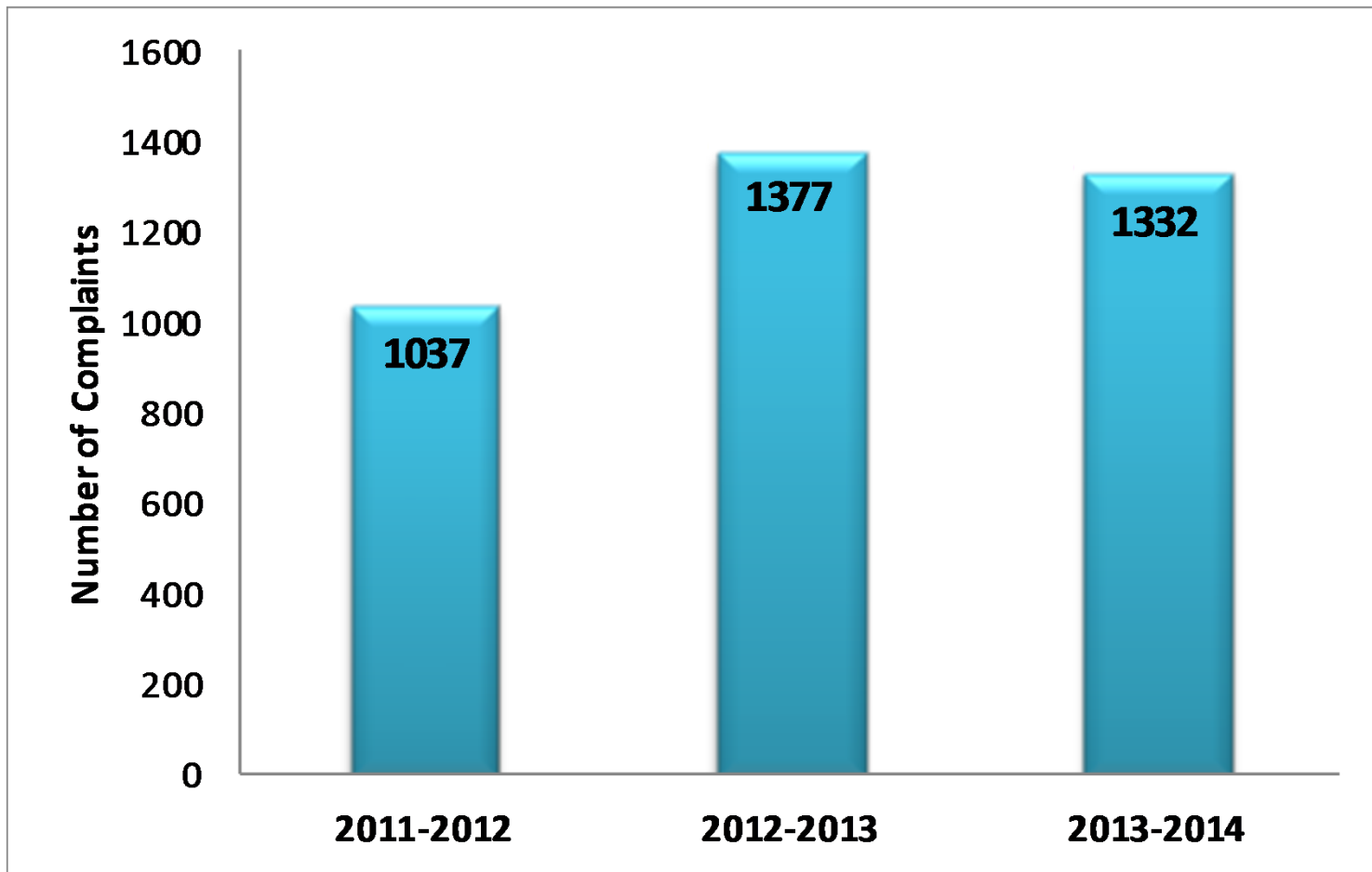
- Patients, families and front line staff

# Plans & Actions 2013 - 2014

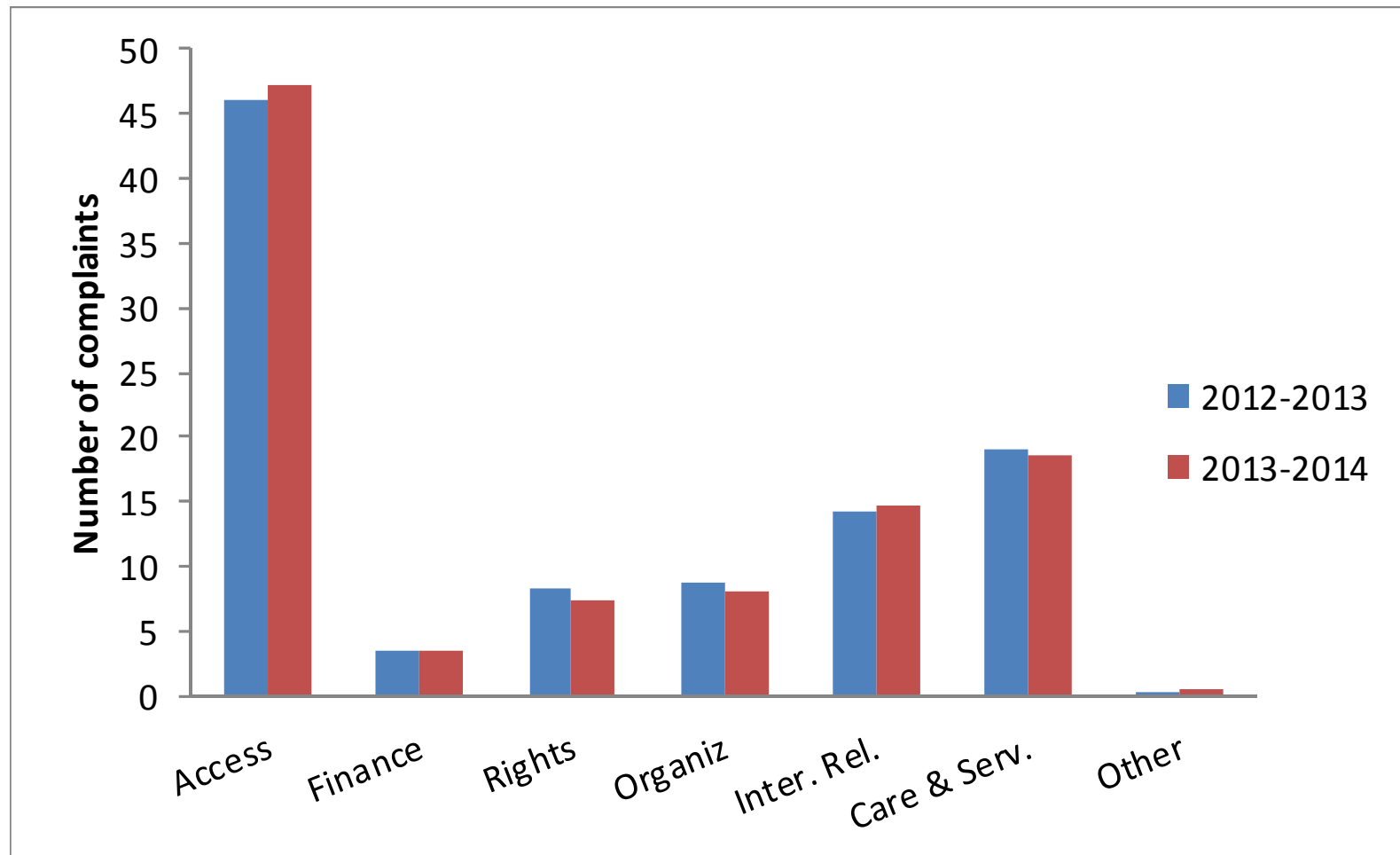
- Preparation for a paperless office
- Continued general preparation for successful move to the Glen
- Presentations to various groups including RPCU annual conference, McGill University classes and MUHC committees, services and departments



# Complaints Commissioners – complaints 2011-2014

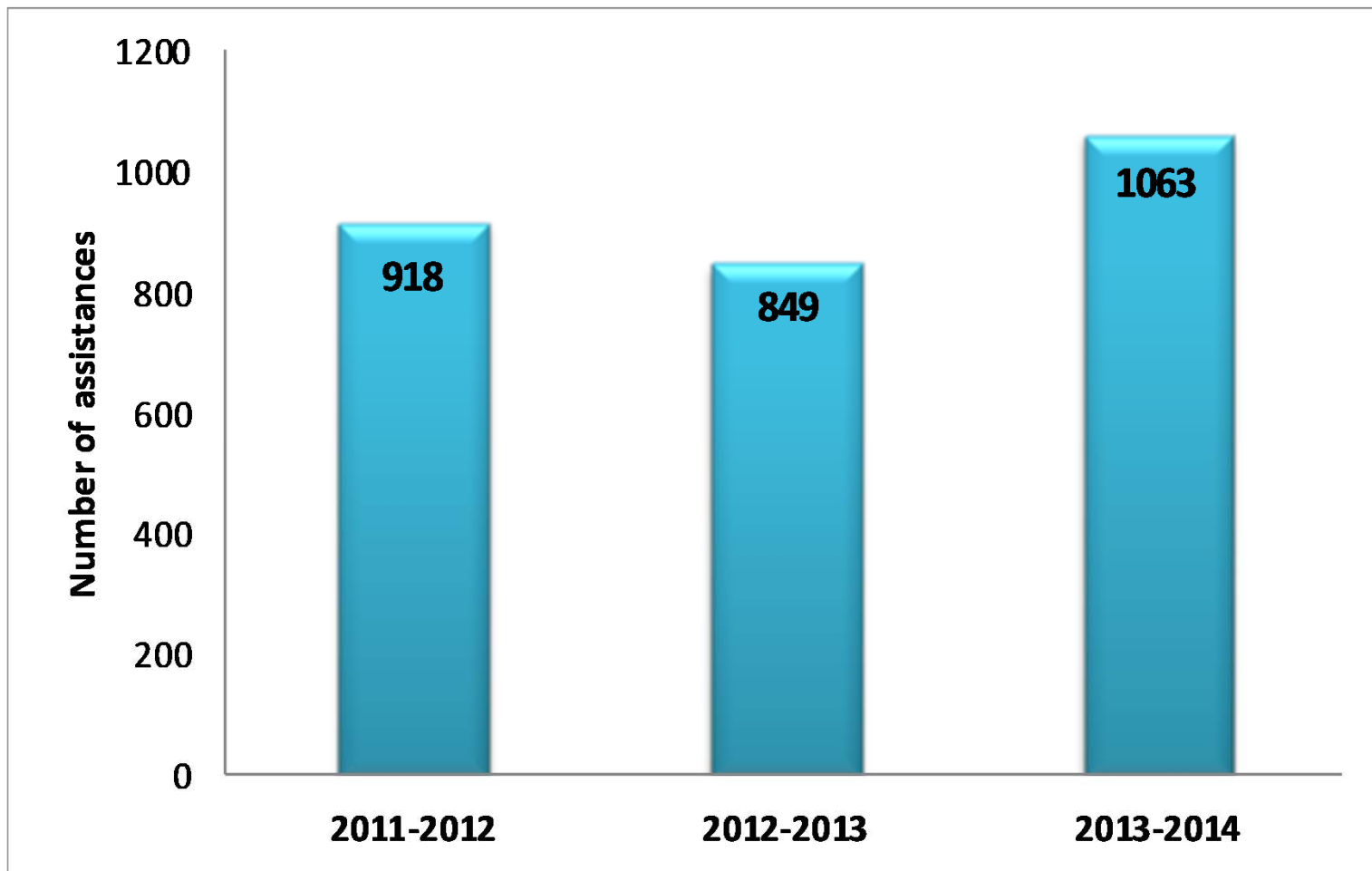


# Complaints Commissioners – complaint categories 2012-2014

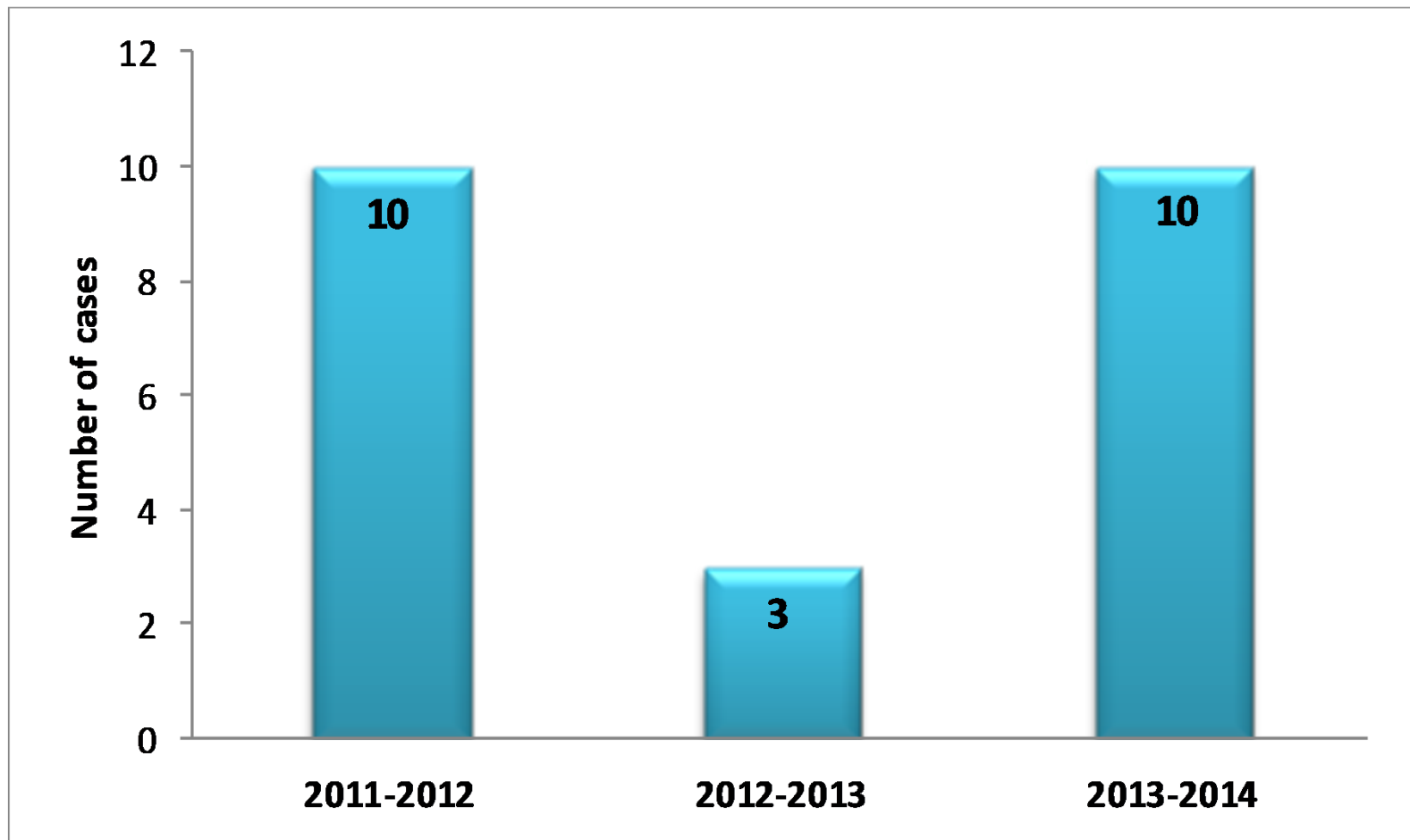




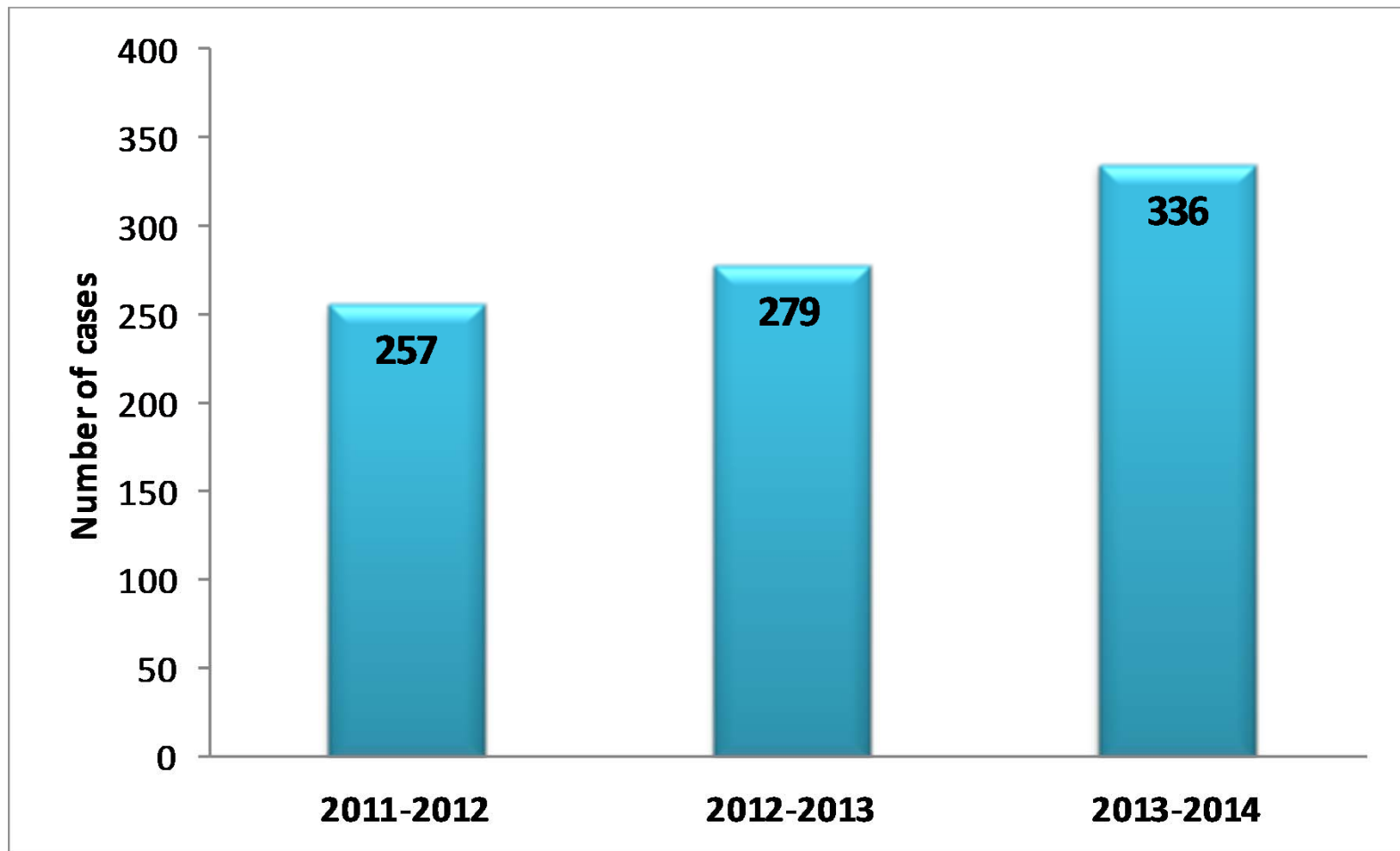
# Complaints Commissioners – assistances 2011-2014



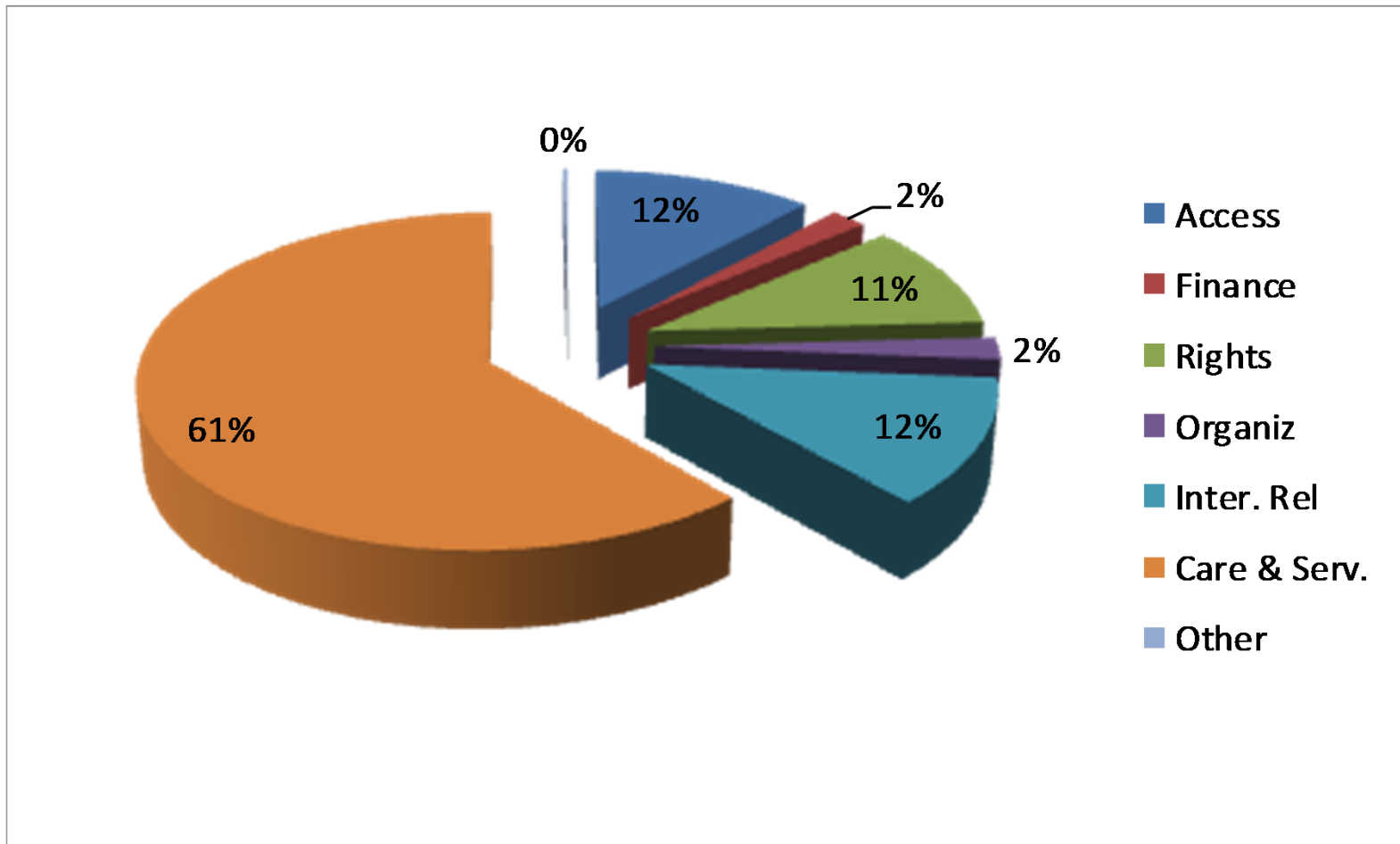
# Protecteur du citoyen cases 2011-2014



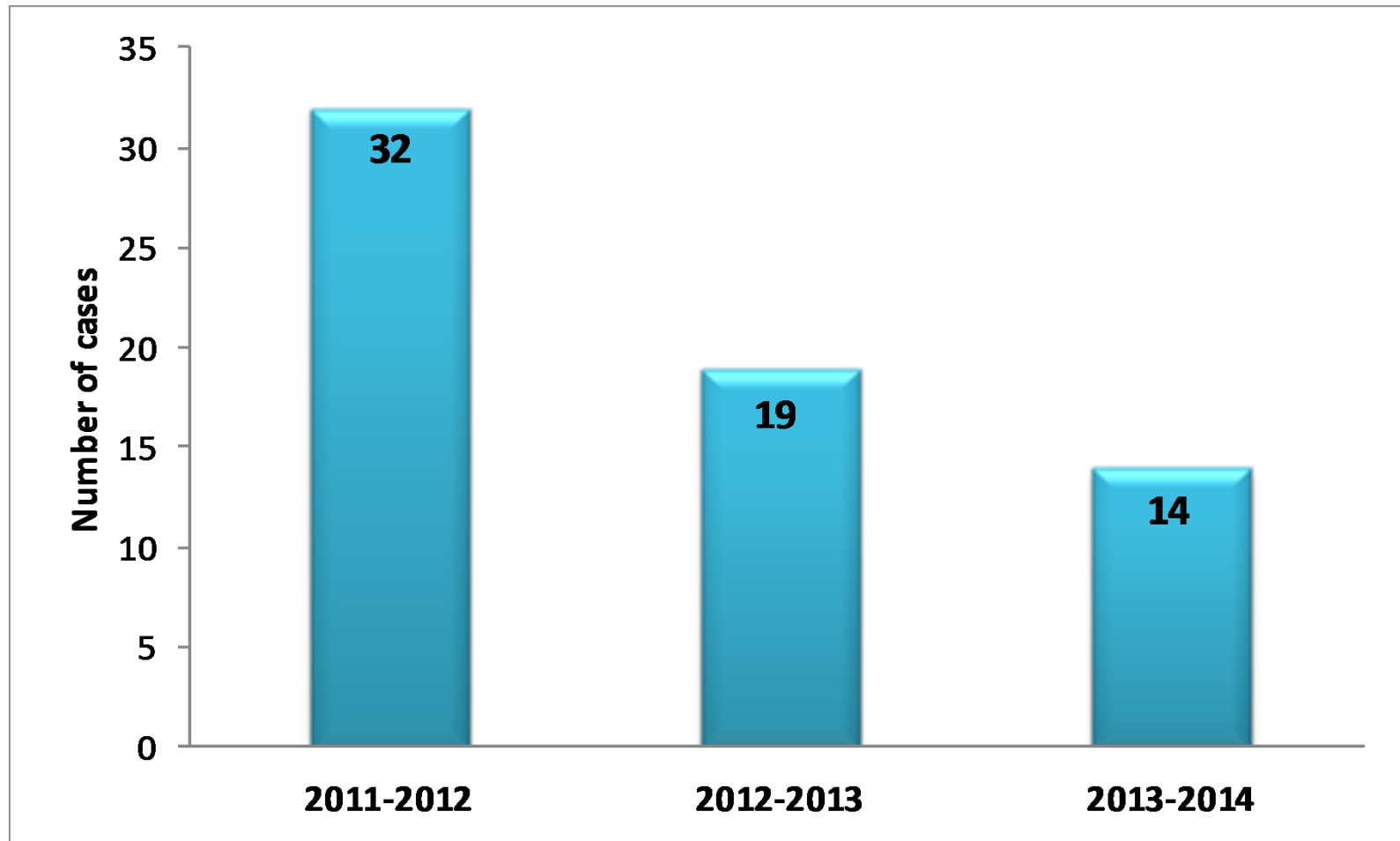
# Medical Examiners – complaints 2011-2014



# Medical Examiners – complaint categories 2013 - 2014



# Review Committee 2011-2014



# Stéphane Beaudry

Associate Director General, Financial Resources,  
Procurement & Biomedical Engineering, MUHC

Centre universitaire  
de santé McGill



McGill University  
Health Centre

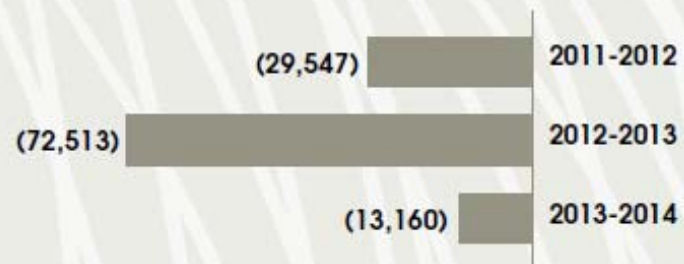


# Finance Report

## RÉSULTATS FINANCIERS FONDS D'EXPLOITATION

**SURPLUS (DÉFICIT)**  
**SURPLUS (DEFICIT)**  
milliers de \$ | thousands \$

	2011-2012	2012-2013	2013-2014
■ Produits Revenue	1 018 574	1 059 866	1 054 553
■ Charges Expenses	1 048 121	1 132 379	1 067 713
<b>SURPLUS (DÉFICIT)</b>	<b>(29 547)</b>	<b>(72 513)</b>	<b>(13 160)</b>



# Finance Report

## FINANCIAL RESULTS OPERATING FUND

### PRODUITS REVENUE

milliers de \$ | thousands \$

	2011-2012	2012-2013	2013-2014
 Agence de la santé et des services sociaux de Montréal Health and Social Services Agency of Montreal	773 617	811 249	796 374
 Ventes de services et recouvrements Sales of services & recoveries	31 780	33 580	34 135
 Usagers Patients	26 691	23 390	23 468
 Recherche Research	83 359	79 826	86 365
 Autres Other	103 127	111 821	114 211
<b>TOTAL</b>	<b>1 018 574</b>	<b>1 059 866</b>	<b>1 054 553</b>

2011-2012 1 018 574

2012-2013 1 059 866

2013-2014 1 054 553



# Finance Report

## FINANCIAL RESULTS OPERATING FUND

### CHARGES EXPENSES

milliers de \$ | thousands \$

	2011-2012	2012-2013	2013-2014
 Soins infirmiers Nursing care	248 028	255 362	238 303
 Services diagnostiques & thérapeutiques Diagnostic & therapeutic services	380 822	390 193	386 508
 Services techniques et de soutien Technical and support services	157 881	168 844	164 537
 Administration Administration	56 953	56 029	56 044
 Autres Other	204 437	261 951	222 321
<b>TOTAL</b>	<b>1 048 121</b>	<b>1 132 379</b>	<b>1 067 713</b>



# The return to equilibrium

- The financial results for 2013-2014 show a lower than anticipated deficit of \$6.8 million with the implementation of our return to equilibrium plan
  - Positive variance of \$2.1m on clinical operations
  - Positive variance of \$4.7m for the Research Institute
- Our return to equilibrium plan continues for 2014-2015, which we anticipate will result in a balanced budget

# Ann Lynch

**Associate Director General, Clinical Operations,  
Adult Sites, MUHC**

Centre universitaire  
de santé McGill



McGill University  
Health Centre

# Clinical Activities Report

<b>USAGERS ADMIS   INPATIENTS</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
<b>LITS DRESSÉS (INCLUANT LES BERCEAUX)   BED SET-UP (INCLUDING BASSINETS)</b>					
Courte durée - adultes   Acute Care - Adults	928	931	956	886	851
Courte durée - enfants (note 1)   Acute Care - Children (note 1)	134	132	104	107	107
Nouveau-nés - soins généraux   Newborns - General Care	26	26	26	26	26
Nouveau-nés - soins intensifs   Newborns - Intensive Care	55	55	50	50	50
Longue durée - adultes   Chronic Care - Adults	256	239	243	170	156
<b>TOTAL</b>	<b>1 399</b>	<b>1 383</b>	<b>1 379</b>	<b>1 239</b>	<b>1 190</b>



# Clinical Activities Report

USAGERS ADMIS   INPATIENTS	2009-10	2010-11	2011-12	2012-13	2013-14
<b>ADMISSIONS</b>					
Courte durée - adultes   Acute Care - Adults	27 822	28 833	29 276	29 911	29 569
Courte durée - enfants   Acute Care - Children	5 705	5 643	5 657	5 484	5 199
Nouveau-nés - soins généraux   Newborns - General Care	3 499	3 679	3 704	3 564	3 555
Nouveau-nés - soins intensifs   Newborns - Intensive Care	778	857	728	751	884
Longue durée - adultes   Chronic Care - Adults	490	488	257	162	74
<b>TOTAL</b>	<b>38 294</b>	<b>39 500</b>	<b>39 622</b>	<b>39 872</b>	<b>39 281</b>



# Clinical Activities Report

<b>USAGERS ADMIS   INPATIENTS</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
<b>JOURS-PRÉSENCE   PATIENT DAYS</b>					
Courte durée - adultes   Acute Care - Adults	263 610	277 729	282 624	279 730	276 398
Courte durée - enfants   Acute Care - Children	30 624	31 404	31 861	30 012	29 698
Nouveau-nés - soins généraux   Newborns - General Care	7 907	7 814	7 601	6 955	7 077
Nouveau-nés - soins intensifs   Newborns - Intensive Care	14 257	14 411	14 693	15 397	15 066
Longue durée - adultes   Chronic Care - Adults	102 497	91 722	82 449	74 234	59 580
<b>TOTAL</b>	<b>418 895</b>	<b>423 080</b>	<b>419 228</b>	<b>406 328</b>	<b>387 819</b>

# Clinical Activities Report

<b>USAGERS ADMIS   INPATIENTS</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
<b>DURÉE MOYENNE DE SÉJOUR   AVERAGE LENGTH OF STAY</b>					
Courte durée - adultes   Acute Care - Adults	9.47	9.63	9.65	9.35	9.35
Courte durée - enfants   Acute Care - Children	5.37	5.57	5.63	5.47	5.71
Nouveau-nés - soins généraux   Newborns - General Care	2.26	2.12	2.05	1.95	1.99
Nouveau-nés - soins intensifs   Newborns - Intensive Care	18.33	16.82	20.18	20.50	17.04
Longue durée - adultes   Chronic Care - Adults	209.18	187.95	320.81	458.23	805.14
<b>TOTAL PONDÉRÉ   WEIGHTED TOTAL</b>	<b>10.94</b>	<b>10.71</b>	<b>10.58</b>	<b>10.19</b>	<b>9.87</b>

# Clinical Activities Report

## ALTERNATIVES À L'HOSPITALISATION ALTERNATIVES CARE TO HOSPITALIZATION

2009-10 2010-11 2011-12 2012-13 2013-14

### SERVICES AMBULATOIRES (VISITES) | AMBULATORY SERVICES (VISITS)

Bloc d'urgence   Emergency	170 935	169 283	178 070	173 200	177 638
Consultations externes   Outpatient Clinics	671 075	681 918	690 279	688 361	669 992
Planification familiale   Family Planning	24 755	30 189	46 142	46 805	46 859
<b>TOTAL</b>	<b>866 765</b>	<b>881 390</b>	<b>914 491</b>	<b>908 366</b>	<b>894 489</b>



# Francois Schubert

**General Manager & Chief  
Administrative Officer, RI-MUHC**

Centre universitaire  
de santé McGill



McGill University  
Health Centre

# World-class research facilities to strengthen our bench to bedside approach





# World-class research facilities to strengthen our bench to bedside approach

- Maintain international reputation in biomedical sciences and healthcare research
- Merge the pediatric and adult components of research so that our scientists can look at individuals across the lifespan
- Unite dynamic groupings of fundamental and clinician researchers, to facilitate interdisciplinary research, training and public outreach
- Transform innovative discoveries into new treatments for our patients and community



# We've been busy

- More than **500** researchers and **1,200** students all worked together to put the RI on the map worldwide
- **1,800** peer-reviewed scientific publications
- Over **2,000** conferences given by our researchers worldwide
- **1,600** ongoing research projects (including clinical trials)
- **185,105** research participants across MUHC sites
- **600** research contracts reviewed and **28** patents filed
- More than **\$190 million** in funding received

# The Year in Review: Local and Global Recognition

Three of the top ten scientific breakthroughs of 2013 selected by Québec Science magazine were achieved by RI-MUHC scientists



- Dr. Lorenzo Ferri (MGH) with Postdoc Dr. Jonathan Cools-Lartigue, identified a new mode of cancer progression. This discovery has major implications for both the diagnosis and treatment of cancer.
- Dr. George Thanassoulis (RVH) identified a gene linked to a type of cholesterol that substantially increases the risk of developing a serious heart disease known as aortic stenosis – a condition that affects more than 5 million people in North America.
- Dr. Alan Evans (Neuro) with researchers in Germany, developed BigBrain – the first 3D atlas of the brain, now accessible to researchers worldwide, that provides a close-up of the brain's billions of neurons.

# The Year in Review: Local and Global Recognition

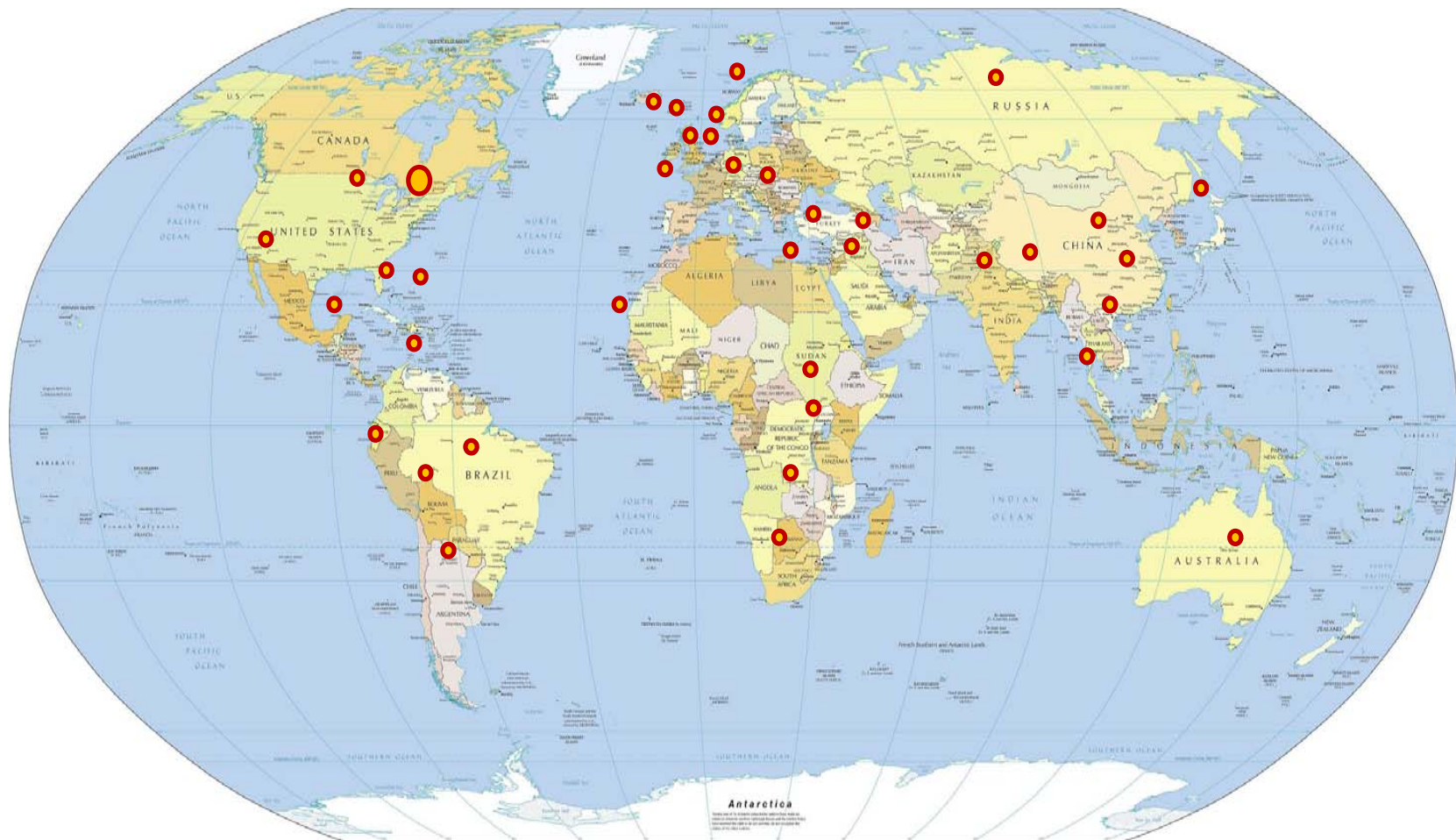
## Global innovation award for HIV self-testing app



- Dr. Nitika Pant Pai (RVH) and her team received the 2013 international prize Accelerating Science Award Program for their development of a self-testing strategy for HIV coupled with a mobile app called HIVSmart which contains information, instructional videos and a 24-hour help line. This promising project will be expanded across Africa.

# International visibility of the RI-MUHC

Ongoing research collaborations with 51 countries worldwide





*"We don't do research as an intellectual exercise. We do research because there is a patient at the end of the day."*



# ANNUAL REPORT 2013-2014

[rimuhc.ca](http://rimuhc.ca)

Centre universitaire  
de santé McGill



McGill University  
Health Centre





# Cedars Cancer Centre

**Cathy Ann Barr**

**Planning Coordinator & MGH Transfer Leader  
Planning & Redevelopment, MUHC**

Centre universitaire  
de santé McGill



McGill University  
Health Centre



# Construction complete!



Centre universitaire  
de santé McGill



McGill University  
Health Centre





Centre universitaire  
de santé McGill



McGill University  
Health Centre





Centre universitaire  
de santé McGill

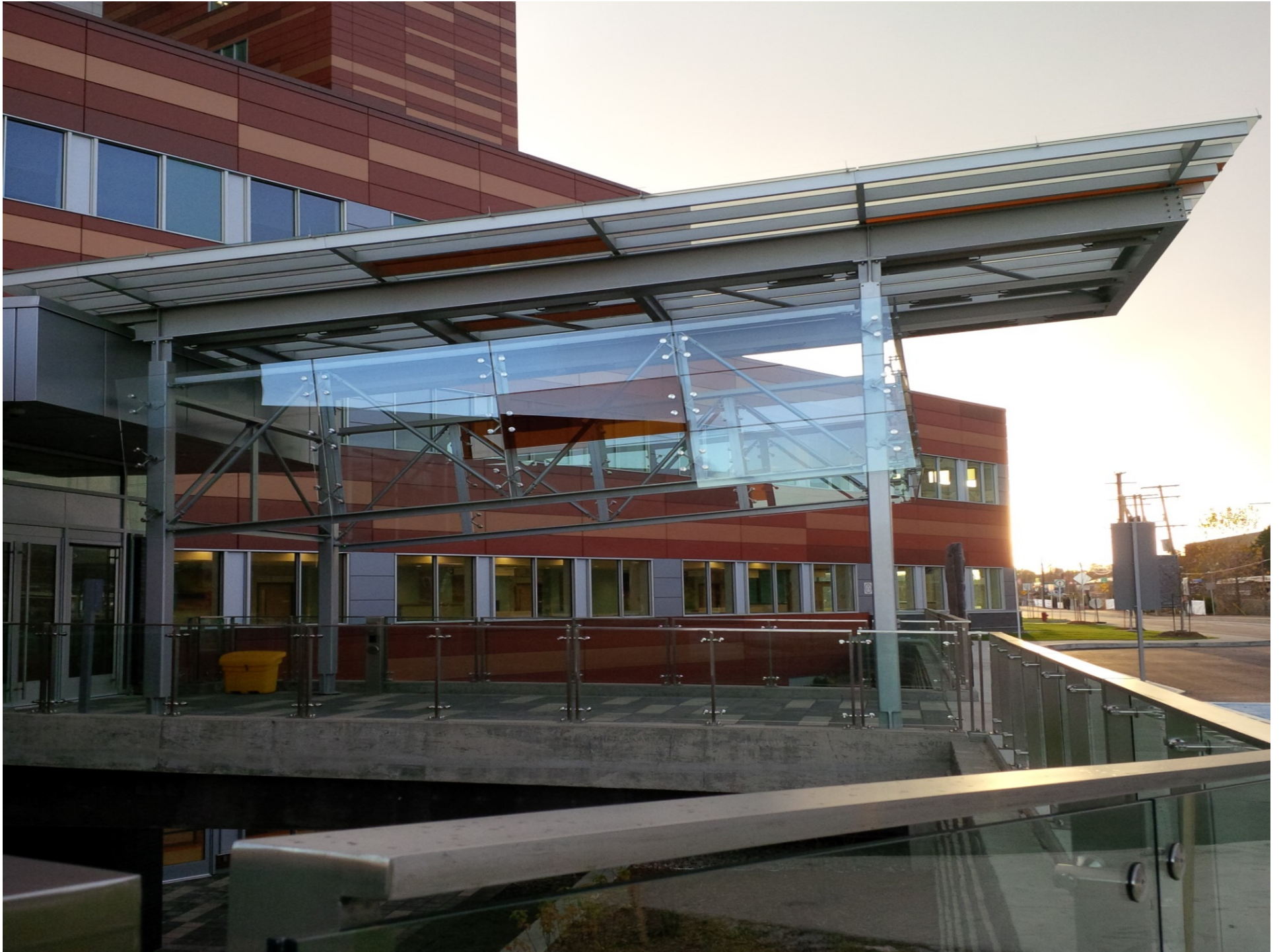


McGill University  
Health Centre

















# Cedars Cancer Centre

- 170,000 annual visits = 700 patients/day
- Cancer Care Clinics – 31 exam rooms
- Treatment Centre – 50 chemotherapy treatment stations
- Urgent Care Centre – 4 stretchers
- Test Centre – 6 phlebotomy chairs
- Radiation Oncology Unit
- Supportive Care Centre
- Adjacency to CIM & RI



# Cedars Cancer Centre

- Cedars CanSupport Patient & Visitor Resource Centre
- Conference Centre
- Collaborative Café
- Dedicated Healing Gardens
- 6 isolation rooms, 3 isolation waiting rooms
- 340+ administrative spaces for Cancer Care Mission
- 660+ persons accommodated in the Cancer Centre





# Cedars Cancer Centre

Centre du cancer des Cèdres

Oncology Pharmacy  
Treatment Centre

Outlets - Pharmacy  
Pharmacy - Pharmacie



















Clinique - Cancérologie  
Cancer Care Clinic  
DRC.9019

← Salles A1-A6  
Rooms A1-A6

← Salles B1-B7  
Rooms B1-B7

← Salles C1-C4  
Rooms C1-C4

← Salles D1-D4  
Rooms D1-D4









# Treatment Centre – 50 infusion stations















# Cedars Cancer Centre

- Radiotherapy Unit (children & adults) :
  - 6 linear accelerators
  - Cyberknife
  - 2 brachytherapy suites
- 11 exam rooms
- Dental Care Room
- 3 CT Simulators
- 1 MRI













↑ SORTIE / Réception Exit / Reception  
↓ Poste des infirmières Nursing Station

↑ Salle de traitement 3 et 4  
↓

EXIT







# Teaching Spaces & Conference Centre

- Tumour Board Conference Room – seats 74
- Classroom – seats 64
- 7 Conference Rooms – seat 12 to 16
- 4 Meeting Rooms
- 5 Team Rooms – each with 12 workstations
- Residents Room + workstations
- Offices for Fellows
- Workstations for Students







# Comprehensive Cancer Care

- Hem-Oncology Inpatient Unit – 36 beds
- Palliative Care Inpatient Unit – 12 beds
- Cedars CanSupport Services embedded in inpatient and outpatient areas



# The Rossy Cancer Network

## Uniting the McGill cancer missions

- The RCN is a partnership between :
  - McGill's Faculty of Medicine
  - McGill University Health Centre
  - Jewish General Hospital
  - St. Mary's Hospital Center
- Mission: to improve the quality, effectiveness and efficiency across the continuum of care for cancer patients
- Executive committee: led by the oncology leadership of McGill and the three cancer missions



# The Rossy Cancer Network

## Improving the patient experience

- New self-check-in kiosk in MGH radio-oncology
- Information booklets and video to demystify radiotherapy
- Flat screen TVs or iPads in chemotherapy waiting rooms
- Changes to admin workflow to reduce chemo wait times
- Workshops for family physicians treating cancer patients
- Part of pan-Canadian project for distress screening





# Normand Rinfret

Director General and CEO, MUHC

Centre universitaire  
de santé McGill



McGill University  
Health Centre

# Leading change

- Transformation at every level of the organization
  - Leading academic health centre
  - Physical, human, clinical, and financial
- Stronger foundation for fiscal responsibility
- Developed stronger network ties to ensure continuum of care for our patients
- Integrated clinical, research and teaching practices
- Collective vision for MUHC 2015
  - Listening, evaluating and effecting change based on comments from our patients and families (patient engagement)
  - Teamwork and collaboration (physician engagement)



# Leading change

MUHC's unprecedented complexity and scope of transformation would not be possible without the efforts of our employees, healthcare professionals, managers and administrative leaders

***Thank you for your dedication, loyalty and support***





**VISITEZ  
VOTRE NOUVEL  
HÔPITAL!  
TOUR  
YOUR NEW  
HOSPITAL!**

**PORTES OUVERTES  
SITE GLEN  
7 DÉCEMBRE  
10 H - 16 H  
GRATUIT  
VISITES GUIDÉES**

**1001 BOUL DÉCARIE  
VENDÔME**

**GLEN SITE  
OPEN HOUSE  
DECEMBER 7  
10 AM - 4 PM  
FREE  
GUIDED TOURS**

**RÉSERVEZ  
VOTRE PLACE  
TOURGLEN.CA  
RESERVE  
YOUR SPOT**



Centre universitaire  
de santé McGill



McGill University  
Health Centre

**QUESTIONS**  
[muhc.ca/2015](http://muhc.ca/2015)