

Sustainable Development Report

2024-2025



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McGill University Health Centre

Graphic Design: Masse Critique is a Montreal-based social economy enterprise whose mission is to sustainably transform the communications industry by raising awareness, providing training, and equipping professionals to reduce their social and environmental impact. It co-creates new standards and mobilizes an engaged community to position Montreal and Quebec as leaders in responsible communication.

The images featured on the cover of this report showcase the teams and communities that make the MUHC thrive every day. They underscore the fact that sustainability in healthcare depends above all on the commitment of people—patients, families, and professionals—whose collective efforts help build a more compassionate and resilient healthcare system.

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1. A Word from the President and Executive Director of the MUHC

Dear Readers,

The health sector and sustainable development are interconnected: people's health depends directly on the health of our environment. The social dimension of sustainable development, which encompasses equity, inclusion, well-being, and living conditions, is particularly relevant in this context, as it influences directly the overall health of populations. With this in mind, we have made sustainability an organizational priority and we are proud to present this second annual report, covering the period from April 1, 2024, to March 31, 2025.

This document marks a new step in our ongoing efforts. It reflects our commitment to integrate gradually the principles of sustainable development into all of our activities, services and the care we provide to our patients. To support our ambitions, our Executive Committee has set specific goals, including ensuring that 100% of our departments and missions have an active sustainable development project by March 31, 2026. This report therefore presents initiatives, transformative projects and achievements that demonstrate the sustained efforts of our teams, including our first sustainable mobility plan, developed in collaboration with Movia; our waste management plan, in partnership with Stratzer; and our roadmap toward decarbonizing our buildings by 2040¹, developed with Dunsky, and financial support from the City of Montreal and the collaboration of the Quebec Public Health Association.

Accreditation Canada also evaluated our approach to sustainable development as part of the accreditation process. Its positive feedback underscores the sustained efforts of our teams, including on our phase-out of an anesthetic gas with a high global warming potential and our commitment to social economy enterprises, which contributes to the vitality of our community while promoting responsible practices.

In addition, during the year, we received LEED Gold recertification from the Canada Green Building Council for the Glen site (September 2024)²; the Gold Award for Excellence in Environmental, Social and Governance (ESG) presented by the Canadian Council for Public-Private Partnerships (November 2024)³; and the Quebec Ministry of Health and Social Services' Award of Excellence in Sustainable Development (May 2024).⁴

I would like to express my gratitude to everyone who is supporting our sustainable development efforts. Together, we are building a more responsible, resilient and sustainable community for us all.



Photo of Dr. Lucie Opatrny, taken from the French-language video "Montrer la voie : Certification LEED du site Glen" (Leading the Way: LEED Certification of the Glen Site), produced as part of the presentation of recipients of the 2024 Quebec Ministry of Health and Social Services Award of Excellence in Sustainable Development. Source : [YouTube](#)

Lucie Opatrny, MD, M.Sc., MHCM, FRCPC
President and Executive Director
Santé Québec-McGill University Health Centre

¹ The report, issued in October 2025, after the end of the reporting period covered by this annual report, is available on the MUHC website: [Dunsky-CUSM-ASPO_Feuille-de-route-de-decarbonation_2025.pdf](#)

² The certification assessment system is LEED Existing Buildings: Operations and Maintenance (O+M) v4.1 of the [Canada Green Building Council](#)

³ The evaluation criteria used by the [Canadian Council for Public-Private Partnerships](#) (CCPPP) include, among other things, ESG objectives and the extent to which they have been achieved..

⁴ According to the [Quebec Ministry of Health and Social Services](#) (MSSS), the Excellence Awards recognize institutions whose achievements in sustainable development, considered outstanding, make an exemplary contribution to both the institution and the community.

2. Engagement

Major Structural Initiatives 2024-2025 ⁵

- Building on the sustainable development policy in place since 2022, the MUHC's healthy and sustainable food policy⁶ was updated, and a new policy – Admin 120 POL Potable Water Management Policy ⁷- has been adopted.
- The Sustainable Development Committee, established in 2019, held four meetings during the period.
- The MUHC's Sustainable Development Action Plan was approved by the Executive Committee.
- Sustainable development is now one of the MUHC's five strategic priorities. The Executive Committee now monitors indicators that measure progress in sustainable development within the organization. These indicators focus, in particular, on the commitment of departments and missions, staff awareness, and the integration of sustainable development into procurement practices. For example, one of the objectives is for 100% of the MUHC's departments and missions to have an active sustainable development project in place by March 31, 2026.⁸

Sustainable Development Highlights 2024-2025

- Integrating sustainable development into the mandate of a Nursing Directorate subcommittee.
- New members have joined the MUHC Sustainable Development Committee, including:
 - An infectious diseases physician
 - An anesthetist from the Montreal Children's Hospital
- Adoption of a new commitment to sustainable mobility, initiated by the Montreal Climate Partnership.⁹
- Implementation of a budget dedicated to sustainable mobility, allowing employees who use public transit to benefit from a discount equivalent to two months of free service per year.¹⁰



Caroline Chamberland, of the firm Accadéma Qualitas, during an activity to prioritize the UN Sustainable Development Goals (SDGs) conducted with members of the Sustainable Development Committee on December 10, 2024

⁵ According to [Quebec's Ministry of Sustainable Development, Environment and Parks](#) (2009), a structural or strategic action is one whose effects are significant and which influences other actions.

⁶ The Healthy and Sustainable Food Policy (ADM 675) is available to employees available to employees on the [MUHC Intranet](#) or to members of the public upon request at: developpement.durable@muhc.mcgill.ca. It comprises guidelines such as providing highly nutritious food products, snacks, and beverages, as well as integrating sustainable development principles into all food service activities.

⁷ The Potable Water Management Policy (ADM 120) is available to employees on the [MUHC Intranet](#) or to members of the public upon request at: developpement.durable@muhc.mcgill.ca.

⁸ The MUHC's five organizational priorities, as well as its vision, mission and values statements, are available on the [MUHC website](#).

⁹ Link to the press release issued in May 2024 by the consortium : [Public Transit Development: Nearly 80 Employers Commit to Doing More for Sustainable Mobility in Greater Montreal and Call on Governments to Do the Same](#). Section 7 "Sustainable Mobility and Transportation Electrification," of this report provides an overview of the actions taken.

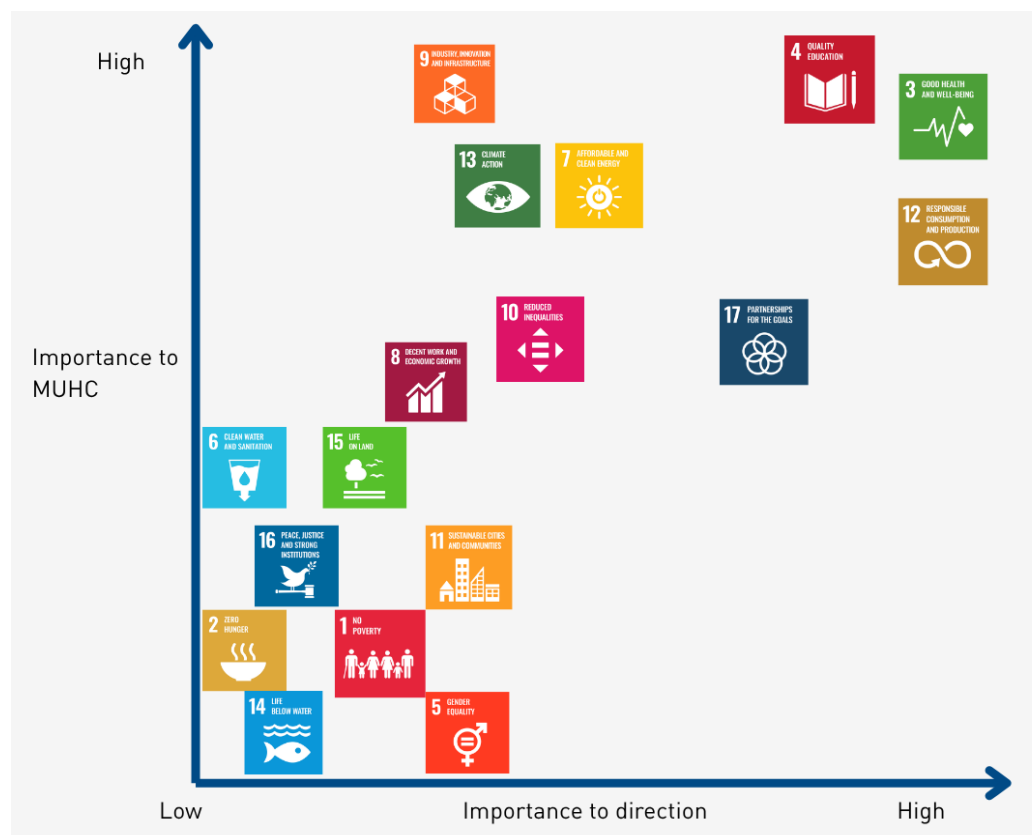
¹⁰ The Regional Metropolitan Transportation Authority (ARTM) and the MUHC each cover a portion of the discount provided to employees.

Sustainable Development Priorities 2025-2026

- Ensure the continued strategic updating of the MUHC's Sustainable Development Action Plan by incorporating Accreditation Canada's recommendations and the operational priorities of departments, thereby strengthening organizational performance and compliance with standards of excellence.
- Establish a sustainable development ambassador program to enable interested employees to actively contribute to the MUHC's initiative.
- Reinforce our commitments through awareness-raising activities during events such as Earth Day and the International Day for Biological Diversity, in collaboration with partners who share our values.

An accomplishment to highlight

- Members of the Sustainable Development Committee participated in an activity to prioritize the UN Sustainable Development Goals (SDGs), led by Accadémia Qualitas. This activity made it possible to identify:
 - the SDGs that are relevant to the MUHC
 - those that pertain specifically to certain departments
- The three SDGs that emerged as priorities are Good Health and Well-being (SDG 3), Quality Education (SDG 4), and Responsible Consumption and Production (SDG 12). The full titles of all SDGs are provided in the Annex 1 of this report.



3. Accountability and Reporting

Major Structural Initiatives 2024-2025

- The MUHC reports on its sustainable development activities at the request of the Ministry of Health and Social Services (MSSS). The most recent reporting exercise was completed in March 2025.
- Other sustainability-related reports have also been completed :
 - Energy consumption: data transmission to Santé Québec via ENERGY STAR Portfolio Manager (ESPM) in March 2025.
 - Contaminated sites: submission of the Contaminated Site Liabilities Report (PTSC) to the MSSS in March 2025.
 - Potable water usage: reporting to the City of Montréal in 2025.

Sustainable Development Highlights 2024-2025

- LEED Gold (Leadership in Energy and Environmental Design) recertification – Glen Site: the completed file was submitted to the responsible organization in summer 2024.¹¹
- Publication of the first publicly available Annual Sustainable Development Report, incorporating:
 - Links to the UN Sustainable Development Goals (SDGs).
 - Contribution to meeting MSSS expectations regarding sustainable development.
 - Sustainable development initiatives relevant to Accreditation Canada criteria.
- Presentation of sustainable development results to the MUHC Board of Directors in May 2024.

Sustainable Development Priorities 2025-2026

- Targeted training for teams responsible for sustainability communications to ensure compliance with the Competition Act (Bill C-59) and reduce the risk associated with greenwashing.
- Improved tracking of sustainability priorities, projects, and initiatives via existing dashboards at various levels of the organization.

An accomplishment to highlight

- Accreditation Canada visit – November 2024: for the first time, the MUHC's sustainable development approach was audited. None of the criteria assessed were found to be non-compliant during the November 2024 visit.¹²



ACCREDITATION
AGRÉMENT
CANADA

Accreditation Canada Visit Report Highlights on Sustainable Development

- Several sustainable development projects implemented
- Diversity that reflects a wealth of perspectives and cultures
- Participation in Hydro-Québec's demand response program
- Commitment to purchasing from local social economy enterprises
- Discontinuation of the use of an anesthetic gas with a high global warming potential
- Use of native plants in landscaping initiatives
- Green roofs planned as part of the Lachine Hospital construction project
- Commitment to acting in an environmentally responsible manner

Reference : Accreditation Canada, [Site Visit Report](#) published December 24, 2024, p. 16.

¹¹The certification assessment system is LEED Existing Buildings: Operations and Maintenance (O+M) v4.1 of the [Canada Green Building Council](#).

¹² Accreditation Canada's criteria are presented in Annex 3 of this report

4. Awareness

Major Structural Initiatives 2024-2025

- Dissemination of information on sustainable development to employees through various channels:
 - Sustainable development communications shared through the MUHC Intranet (more than 25 publications) and social media (Facebook, LinkedIn and Instagram).
 - An onboarding document on sustainable development provided to new employees.
- Promotion of training courses available to all employees.
 - Basic training on sustainable development—"Orientation to Sustainable Health Systems"—developed by CASCADES, an organization funded by Environment and Climate Change Canada.¹³
 - Training on responsible procurement.

Sustainable Development Highlights 2024-2025

- MUHC Town Halls, led by the President and CEO: sustainable development was featured in two of the nine assemblies.
- Strengthening the capacity of the Sustainable Development Committee through training and a UN Sustainable Development Goals (SDG) prioritization exercise.¹⁴
- Themed booths and interactive activities organized for events such as Earth Day,

featuring 11 booths and 6 external partners across 4 sites, including :

- Electric bike test rides at the Glen site, with the collaboration of Cyclochrome and Yulbike.
- Games illustrating the impact of climate change on buildings, thanks to the creativity of the firm Stantec.
- Lunch & Learn session organized by Retournzy to promote best practices for event planning.
- Climate Fresk workshops facilitated by Coop Sens Climat.

Sustainable Development Priorities 2025-2026

- Update the onboarding document to provide new employees with the most up-to-date information possible.
- Make the "Orientation to Sustainable Health Systems" training course available to everyone on the Digital Learning Environment (ENA) platform.
- Assess the feasibility of making this training mandatory for all managers and employees.

An accomplishment to highlight from 2024-2025

- Earth Day: Among the many activities organized, a walk with Les Amis de la Montagne allowed employees to discover the species found on Mount Royal, including native, threatened and invasive alien species.



Biodiversity Awareness: Earth Day Walk on Mount Royal in Collaboration with Les Amis de la Montagne

¹³ This training course explores the relationship between climate change, health, and health systems, while introducing the concept of sustainable health systems. It also aims to raise staff awareness of ways to integrate climate action and sustainability principles into their professional activities.

¹⁴ The one-hour training session and prioritization exercise was led by Caroline Chamberland of Accad mia Qualitas. The results are presented in Section 2—Engagement—of this report.

5. Quality of Life at Work

Major Structural Initiatives 2024-2025

- A new Employee Assistance Program was implemented and will remain in effect until the end of 2027.
- Implementation of the first actions identified in the Action Plan for Persons with Disabilities.

Sustainable Development Highlights 2024-2025

- The hiring rate for persons with disabilities at the MUHC rose from 0.62% in 2023–2024 to 0.95% in 2024–2025. This increase marks an important first step in our commitment.
- Community organizations were contacted to initiate a review of how hiring practices for this group can continue to be improved.

Sustainable Development Priorities 2025-2026

- Increase the number of employees and managers with disabilities at the MUHC. By 2026–2027, the MUHC aims to increase the representation of persons with disabilities by 50% compared to the average of the preceding three years. The target is for

persons with disabilities to account for 1.7% of new hires.

- Strengthen collaboration with community organizations to tailor recruitment practices to the actual needs of persons with disabilities. This initiative aims to formalize concrete actions and implement strategies to increase the recruitment of persons with disabilities for the 2025–2026 period.
- Develop an action plan to reduce the disability rate, with measures submitted to Santé Québec addressing risks related to musculoskeletal disorders, workplace violence and high absenteeism.¹⁵
- Continue to implement all measures provided for in the Act to Modernize the Occupational Health and Safety Regime (LMRSST).

An accomplishment to highlight from 2024-2025

- The MUHC is proud to be home to a highly diverse community. In 2024–2025, nearly 38.5% of all employees and managers identify with a cultural diversity group.

**Annual evolution of MUHC staff composition
Fiscal years 2023-2024 and 2024-2025**

	Cultural Diversity		Persons with Disabilities		Women	
	23-24	24-25	23-24	24-25	23-24	24-25
Total Employees and Managers	37.8	38.5	1.1	1.1	74.8	74.8
Nursing & Cardiorespiratory Care Staff	37.6	37.9	0.6	0.6	86.4	86.3
Paratechnical, Support Staff and Trades	41.3	42.6	1.9	1.8	54.4	55.1
Office staff, Technicians & Administrative Professionals	36.3	37.4	1.5	1.4	75.9	74.6
Health and Social Services Technicians and Professionals	36.3	36.8	0.8	0.8	78.9	78.6
Employees Not Covered by the Act Respecting Activities in the Social Services Sector	29.9	31.2	0.7	0.4	69.5	74.1
Management Staff	36.6	36.9	0.5	0.5	67.4	69.1
New Hires	39.1	40.8	0.6	1.0	75.8	74.5

Self-identification data, including individuals identifying with one or more of the following categories: cultural diversity (Indigenous peoples, visible minorities, ethnic minorities), persons with disabilities, and women. The percentages represent the proportion of individuals within each employment category for the 2023–2024 and 2024–2025 years.

¹⁵ Definition of the disability ratio according to the [Ministry of Health and Social Services](#) (MSSS): (Ministère de la Santé et des Services sociaux). The disability ratio measures the proportion of hours compensated through salary insurance and CNESST benefits relative to the total number of hours worked by staff in Quebec's health and social services network (RSSS). This indicator provides insight into workplace quality by taking into account employees' physical and psychological health. The target established for the MUHC by Santé Québec is 6.5% for 2025-2026

6. Cultural Safety¹⁶

Major Structural Initiatives 2024-2025

- Consolidation of the roles of the two new Indigenous liaison officers hired in 2023–2024, to strengthen support for patients and clinical teams and to advance cultural safety initiatives.

Sustainable Development Highlights 2024-2025

- Liaison officers met with 1,135 Indigenous patients and 200 professionals. Partnerships were also developed or strengthened with over 20 community organizations serving Indigenous patients and communities.
- Development and implementation of a clinical documentation form used by liaison officers and integrated into patient records.
- Creation of an internal database to track patient volume, intervention types, and other indicators regarding the liaison service provided to clinical teams and patients.
- Integration of Indigenous foods into the cafeteria menus at the Glen site and Montreal General Hospital cafeterias.

Sustainable Development Priorities 2025-2026

- To align with Santé Québec's priorities, strengthen access to and continuity of culturally safe services for First Nations and Inuit communities (Objective 1.3 of the Santé Québec 2025–2028 Action Plan)—particularly through the services provided by liaison officers and continued collaboration with our partners in the North, and the community network.

An accomplishment to highlight

- The MUHC received \$150,000 from the MSSS (2022–2026) for a cultural safety project aimed at measuring the experience of Indigenous patients. As part of this initiative, numerous personal accounts were gathered, and ten consultation sessions were held with over 100 professionals from various clinical and administrative sectors. These meetings made it possible to document current practices, identify priority issues, and identify concrete opportunities to strengthen partnership-based care.¹⁷



Participants at the “Voices of the Heart” exhibition at Livingston Hall at the Montreal General Hospital on November 19, 2024. Organized in collaboration with the MUHC and the Cree Board of Health and Social Services of James Bay (CBHSSJB), the exhibition highlighted powerful stories of the lived experiences of Indigenous patients, as well as their resilience and creativity.

¹⁶ The Public Health Agency of Canada (2023) publication [Common Definitions on Cultural Safety](#) provides the following definition: Cultural safety is a matter of the patient's experience. It is an outcome based on a respectful commitment that acknowledges the power imbalances inherent in the health care system and aims to address them. It leads to the creation of an environment free from racism and discrimination, in which people feel safe when receiving health care.

¹⁷ The article [“Voices from the Heart: Honouring Indigenous Stories”](#) published by the MUHC provides additional information about this initiative.

7. Sustainable Mobility¹⁸ and Electrification of Transportation

Major Structural Initiatives 2024-2025

- Implementation of incentive programs to encourage employees to choose sustainable modes of transport—such as public transit, cycling, or walking—over solo driving.
- Completion of an initial report by the organization Movia as part of a mandate to develop a commuter mobility management plan. This report notably shows employee commuting rates by mode of transport (see table below).
- Signing of the Sustainable Mobility Pact in support of public transit, an initiative of Partenariat Climat Montréal.

Sustainable Development Highlights 2024-2025

- Significant increase in the number of employees benefiting from public transit discounts (see table below).
- According to the survey conducted as part of the mandate carried out in collaboration with Movia, a large majority of employees use sustainable modes of transportation (see table below).

Sustainable Mobility Incentives		2023-2024	2024-2025
Public Transit Discounts (OPUS)	Outside Montreal - 8.3% rebate upgraded to 16.66% in 2024-2025	239 employees	385 employees
	Montreal - 16.66% rebate in 2024-2025	N/A	555 employees
	Additional Free Month	N/A	271 employees
Bike Share Program Discounts (Bixi)	10% rebate in 2024-2025	N/A	12 employees
	Free Membership (Prize Draw) in 2024-2025	N/A	6 employees
Taxis – Business Travel (Netlift)		5,320 trips	8,450 trips
DUO Parking Pass		9 passes (18 employees)	7 passes (14 employees)
Electric Vehicle Charging Stations	Employees	30	30
	Visitors	49	49
Bike Repair Stations – Bicibornes		N/A	4

MUHC Employee Commuting Modes	2023-2024	2024-2025	2024-2025
	Glen Site		MUHC All Sites
Solo Driving	30%	41.5%	44%
Carpooling	2%	2%	3%
Public Transit	30%	47.5%	45.5%
Bicycle	7%	8%	8%
Walking	12%	5%	3.5%

Data on modes of transportation come from two surveys conducted using different methodologies. The 2023–2024 survey was carried out as part of the LEED certification process for the Glen site, while the 2024–2025 data come from a survey conducted by Movia covering all MUHC sites.

¹⁸ According to the [Government of Canada's Sustainable Mobility Glossary](#) (2010), sustainable mobility refers to a set of measures that enable members of a community to travel efficiently and in an environmentally responsible manner. Sustainable mobility includes, in particular, public transportation, shared car use (carpooling, carsharing), the use of clean energy sources, intelligent transportation systems, and transportation demand management.

Sustainable Development Priorities 2025-2026

- Continue the mandate with Movia to roll out new incentives promoting sustainable mobility.
- Participate in the provincial survey on the commuting habits of health and social services employees, coordinated by Santé Québec.
- Install electric vehicle charging stations at Lachine Hospital.

An accomplishment to highlight

- Installation of bike repair stations at the Montreal General Hospital, the Lachine Hospital, and at the Glen site, enabling cyclists to perform minor bicycle repairs on site.



One of the bike repair stations installed at our sites. It allows cyclists to carry out minor repairs on their bikes at the workplace.

8. Sustainable Procurement ¹⁹

Major Structural Initiatives 2024-2025

- Membership in ECPAR (Espace québécois de concertation sur les pratiques d'approvisionnement responsable) ²⁰ to strengthen sustainable procurement practices.
- Analysis of food purchases conducted by the Food Services team, in collaboration with the Institut de tourisme et d'hôtellerie du Québec (ITHQ) as part of the National Strategy for Purchasing Quebec Food Products (SNAAQ), which allowed us to establish a target of 36% for Quebec food purchases by the end of March 2026.

2024-2025	
Percentage of Expenditures on Canadian Suppliers	96 %
Expenditures on Social Economy Enterprises from the 7th Cohort of <i>L'économie sociale : j'achète !</i>	\$49K ²¹
Purchases from Cooperatives and Non-Profit Organizations	\$13.6 M ²²

Sustainable Development Highlights 2024-2025

- Initiatives to promote the use of reusable products :
 - Initiation of a feasibility analysis regarding the acquisition of reusable anesthesia breathing circuits, led by the anesthesia team in collaboration with the infection prevention and control team. This initiative draws on insights shared by St. Mary's Hospital.
 - Participation of Sustainable Development Committee members (representatives from The Neuro and our private partner AtkinsRéalis) in a pilot project involving rechargeable batteries with Aisen.
- Partnerships with social economy enterprises: Awarding contracts to enterprises whose mission combines social and environmental impact, among others:
 - CycloChrome²³, for electric bike test rides, in collaboration with Yulbike. CycloChrome's mission is to prevent school dropout by training young people in bicycle mechanics.
 - Polliflora²⁴, for greening the Montreal General Hospital with native plants and flowers that support pollinators, contributing to the creation of habitats favorable to biodiversity.

¹⁹ According to [ISO 20400](#), sustainable procurement is defined as procurement that has the most positive environmental, social, and economic impacts possible throughout the entire life cycle and that aims to minimize negative impacts as much as possible.

²⁰ [ECPAR website](#)

²¹ Of the 28 social economy enterprises in the 7th cohort of the CÉSIM initiative "[L'économie sociale : j'achète !](#)", the MUHC awarded contracts to 6 of them, for amounts ranging from approximately \$400 to \$37,000 (average of approximately \$8,000).

²² This amount represents the total expenditures made with cooperatives and non-profit organizations, including major MUHC suppliers such as Agropur, the Buanderie centrale de Montréal, and Héma-Québec. However, this amount may be an underestimate, as the legal statuses of these entities are not systematically documented in the information systems. The calculation was made following a manual verification of the cooperatives and nonprofits whose legal status was known to members of the Performance and Sustainable Development team..

²³ [CycloChrome website](#)

²⁴ [Polliflora website](#)

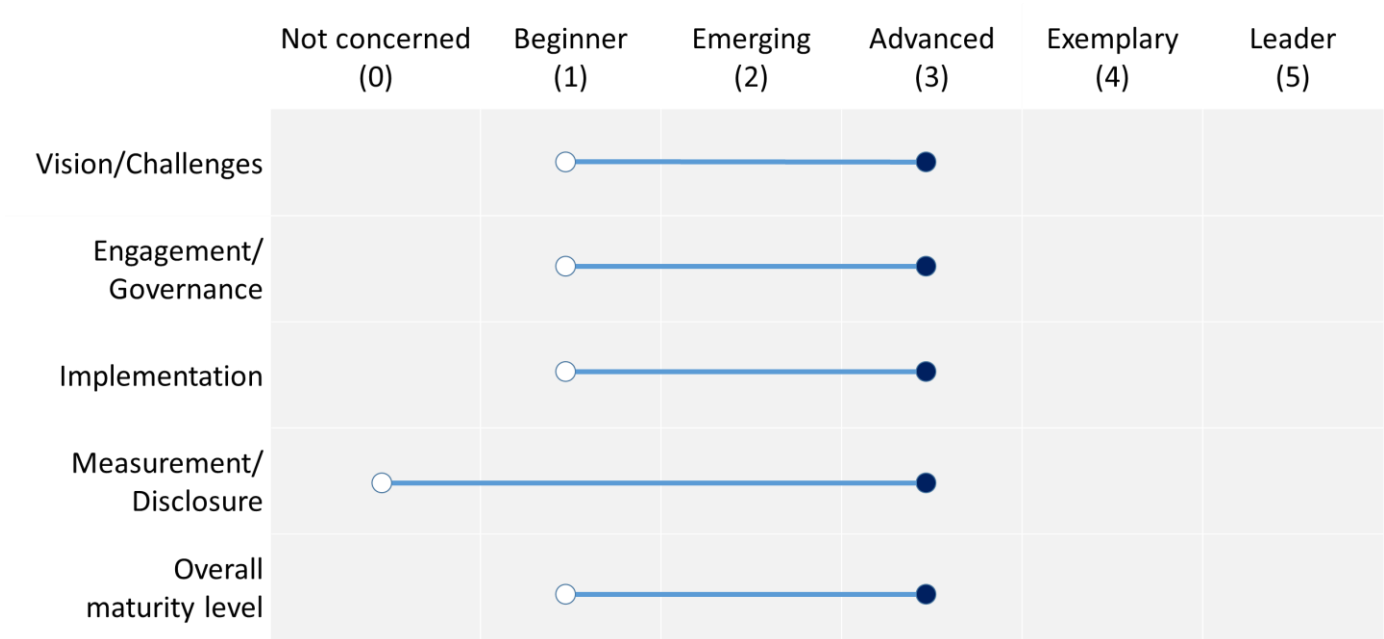
Sustainable Development Priorities 2025-2026

- Integrate sustainable development considerations into procurement and tendering processes through the implementation of a tracking system.
- Raise employee awareness regarding the importance of supporting social economy enterprises—particularly through networking events and the mobilization of ambassadors—to increase the proportion of purchases made from social economy enterprises. The target is for every department to have identified at least one procurement opportunity involving the social economy sector by March 31, 2027.

An accomplishment to highlight

- The MUHC achieved a maturity level above the Canadian average in ECPAR's Responsible Procurement Barometer. The Barometer is a comprehensive diagnostic tool for sustainable procurement practices. See the results in the table below.

Maturity Levels: MUHC Self-Assessment vs. Canadian Average



Excerpt from the results of the ECPAR Responsible Purchasing Barometer, presenting maturity levels by major category.

● MUHC
○ Canadian Average

9. Residual Waste Management

Major Structural Initiatives 2024-2025

- Development of the MUHC's first 2025–2029 Residual Materials Management Plan (RMMP)²⁵ —the result of an institutional collaboration aimed, among other things, at reducing waste generation by at least 15% in the areas that produce the most waste (operating rooms and laboratories).
- Completion of renovation work on the waste management centre at the Montreal General Hospital to enable the sorting and recovery of waste materials.

Sustainable Development Highlights 2024-2025

- Development of practical recycling guides enabling employees to easily identify recoverable materials at key sites.
- Continuation of a project to update the construction, renovation, and demolition (CRD) waste management policy, including participation in the CRD working group coordinated by the Espace québécois de concertation sur les pratiques d'approvisionnement responsable.

Residual Waste Generated	Total Weight Generated (metric tonnes)	
	2022-2023	2024-2025
Recycled Materials		
Mixed recycling (paper, cardboard, plastic, glass and metal)	5.08	14.12
Cardboard	467.03	629.95
Confidential Paper	622.09	484.9
Other Materials (e.g., masks)	155.19	144.26
Recovered Materials		
Organic Materials	2.45	62.96
Surplus Food (donated to La Table des Chefs)	0.78	1.62
Disposed Materials		
Non-Anatomical Biomedical Waste	514.80	609.37
Other Materials	3481.64	3380.15
Total residual materials generated	5249.06	5327.35
<i>Waste Diversion Rate (%)</i>	24%	25%

Excerpts from the 2023 and 2024 accountability reports to the MSSS

²⁵ The MUHC 2025–2029 Residual Materials Management Plan is available to employees on the [MUHC Intranet](#) or to members of the public upon request at developpement.durable@muhc.mcgill.ca.

Sustainable Development Priorities 2025-2026

- Implement the 2025–2029 residual materials management plan, including priority actions for waste reduction and recovery.
- Launch municipal compost collection at the Montreal General Hospital to reduce the amount of food waste sent to landfills.
- Develop a business plan to acquire a baler—equipment used to compress cardboard and plastic waste into dense bales, reducing their volume by up to 90% and thereby lowering transport costs, for example.

An accomplishment to highlight

- A slight increase in the waste diversion rate was observed in 2024–2025 (+1% compared with the previous year). Despite this positive change, the proportion of materials sent to landfill remains high. This modest improvement indicates that further efforts will be required to significantly enhance residual materials management performance.



Cover page of the RMMP and photograph from the document. The PGMR outlines the objectives, targets, and actions aimed at optimizing residual materials management.



10. Food Services

Major Structural Initiatives 2024-2025

- Revision of the Healthy Food and Beverage Policy (ADM POL 675)²⁶, with the addition of sustainable development criteria to reinforce more responsible practices.
- Analysis of food purchases in collaboration with the Institut de tourisme et d'hôtellerie du Québec (ITHQ) as part of the National Strategy for Purchasing Quebec Food Products (SNAAQ), aimed at incorporating more local suppliers.
- Launch of a project at the Montreal General Hospital to assess waste management and formulate recommendations for implementing organic waste collection; the project was carried out in partnership with Stratzer and overseen by Quebec's Ministry of the Environment, the Fight Against Climate Change, Wildlife and Parks (*Ministère de l'Environnement, de la Lutte contre les changements climatiques, de la Faune et des Parcs*).

Sustainable Development Highlights

- La Tablée des Chefs' food recovery program was implemented at the Glen site, enabling community organizations to collect surplus food for redistribution to individuals experiencing food insecurity. This initiative resulted in a 226% increase in the number of portions redistributed to community organizations compared to the 2023–2024 year.
- Implementation of a process for collecting returnable containers (cans and bottles) as part of a new deposit program, which involves collecting them directly from cafeteria user and client trays.
- Celebration of National Indigenous Peoples Day (June 21, 2024): in collaboration with the Patient Engagement and Partnerships offices, a special delivery was made to approximately 70 hospitalized patients, featuring fresh bannock, blueberries, jam, and green tea.

	2023-2024	2024-2025
Food Donations (metric tonnes)	0.78	1.62

²⁶ The Healthy Food and Beverage Policy (ADM POL 675) is available to employees on the [MUHC Intranet](#) or to members of the public upon request at developpement.durable@muhc.mcgill.ca.

Sustainable Development Priorities 2025-2026

- Increase the target for purchasing food products from Quebec, with a goal of 36% of food purchases by 2025–2026.
- Implement a system to measure and audit food waste in order to better track and reduce losses.
- Include the Montreal General Hospital in the La Table des Chefs program so that food surpluses from this site are recovered and redirected to the community, rather than being landfilled.
- Develop a plan to implement composting in the food service department at the Montreal General Hospital.
- Conduct a study on waste collection and incorporate its recommendations into the renovation project for the new laundry facility at the Lachine Hospital, including the planned installation of a sorting station for composting patients' meal leftovers.

An accomplishment to highlight

- On October 2, 2024, participants in a Climate Fresk workshop enjoyed a delicious vegetarian lunch prepared by the Montreal General Hospital's food services team. The meal was served in reusable lunch boxes provided by Retournzy, a Montreal-based social enterprise.



MUHC Food Services offers vegetarian meals served in reusable containers for events held across the organization.

11. Sustainable Events

Major Structural Initiatives 2024-2025

- Publication of the Practical Guide to Sustainable Events on the MUHC Intranet ²⁷, developed by the social economy enterprise Retournzy, to provide employees with practical resources for organizing more sustainable events.

Sustainable Development Highlights 2024-2025

- Food Services contributes to more sustainable events by offering vegetarian catering options and reusable containers.
- Raising awareness about waste reduction: the communications team, in collaboration with the organization Les Amis du CUSM, has adopted more sustainable practices for the coffee and cookie breaks following MUHC Town Halls. Reusable cups are available and employees are encouraged to bring their own cups.

Sustainable Development Priorities 2025-2026

- Finalize the procedure for organizing sustainable events in order to integrate more sustainable practices into the organization.
- Implement a sustainability ambassador program tasked with, among other things, evaluating the sustainability of events held across the organization and promoting the best practices identified in the Guide.

An accomplishment to highlight

- In July 2024, a Lunch and Learn brought together 20 MUHC representatives from various departments—including food services, nursing, housekeeping, the Research Institute, and foundations—to enhance their knowledge of sustainable event planning, in collaboration with the social economy enterprise Retournzy.²⁸



Retournzy, a social economy enterprise, shared key principles for organizing sustainable events on July 24, 2024.

²⁷ Retournzy's Practical Guide to Sustainable Events is available to employees on the [MUHC Intranet](#) and to the public on [the Retournzy website](#).

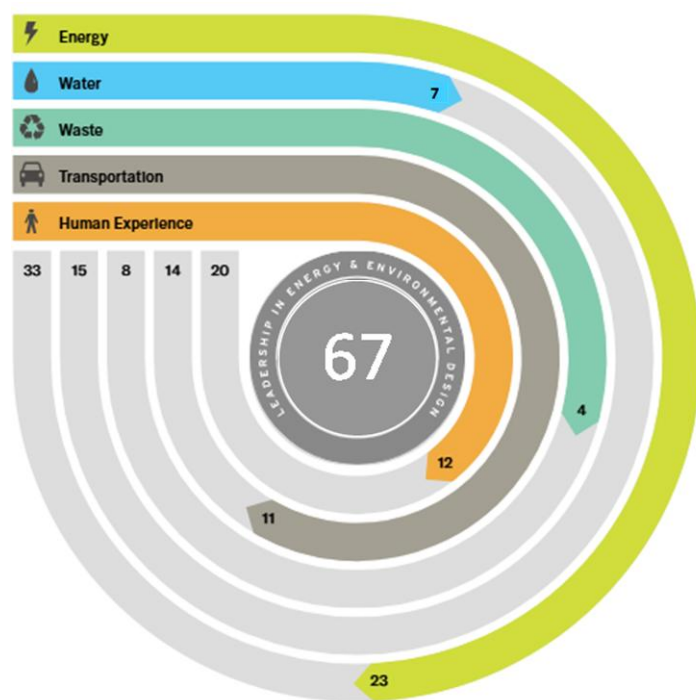
²⁸ [Retournzy website](#)

12. Energy Management and Greenhouse Gas Emissions

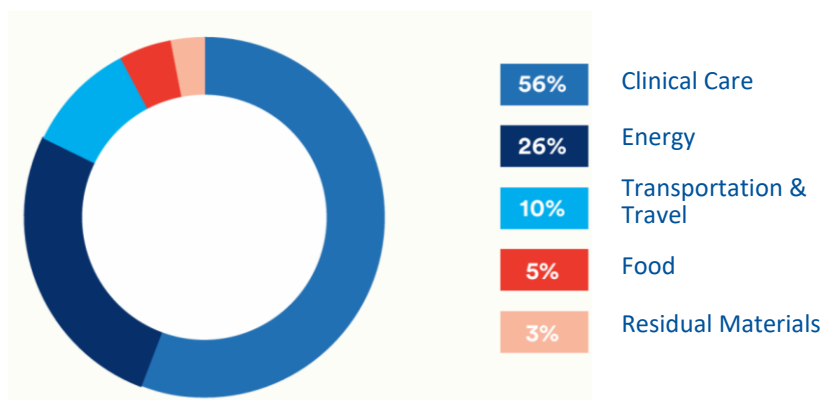
Major Structural Initiatives 2024-2025

- Energy and GHG Monitoring: Continued monitoring of energy consumption and greenhouse gas (GHG) emissions. Reporting takes place in March via ENERGY STAR Portfolio Manager (ESPM); data is submitted to Santé Québec through the MUHC Facilities Department.
- LEED Gold recertification (Leadership in Energy and Environmental Design) awarded by the Canada Green Building Council for the Glen site ²⁹ : The LEED application was submitted in the summer of 2024. In September 2024, with a score of 67 out of 100, the MUHC Glen site received LEED Gold certification.³⁰ The success is based on collaborative work with partners: McGill Healthcare Infrastructure Group (MHIG), AtkinsRéalis, Johnson Controls, and EXP.
- MUHC's first carbon footprint assessment: The MUHC's first carbon footprint assessment was completed in March 2025, in collaboration with the firms Shadow and Synergie Santé Environnement, and thanks to funding from the Trottier Family Foundation.

LEED – 2024 Results



A total of 67 points secured LEED Gold certification, including the 10 points automatically awarded to projects that had previously achieved LEED certification. The image shown has been adapted from the original visual provided by the Arc platform.



According to the MUHC's first carbon footprint assessment, estimated emissions for the reporting boundary analyzed amounted to 88,188 tonnes of CO₂ in 2022

²⁹ According to the [Canada Green Building Council](#), the Leadership in Energy and Environmental Design (LEED®) rating system is a globally recognized framework for sustainable and high-performance buildings. LEED-certified buildings conserve resources, reduce operating costs, lower carbon emissions and provide healthier environments

³⁰ The certification assessment system used was LEED Existing Buildings: Operations and Maintenance (O+M) v4.1 of the [Canada Green Building Council](#).

Sustainable Development Highlights 2024-2025

- Anesthetic gas recovery: Continuation of a pilot project to analyze anesthetic gas recovery technology. This project, made possible by funding from the Trottier Family Foundation, is ongoing; reports expected over the coming year (2025–2026) will cover the technology's environmental impacts, avoided GHG emissions, and required financial investments.
- Energy efficiency: An energy optimization mandate for the Montreal General Hospital and Lachine Hospital was awarded to Cyclope Vision Inc. Measures implemented include controlling the electric boiler based on instantaneous peak demand at the Montreal General Hospital. According to the report, these measures could enable the Montreal General Hospital to meet the Government of Quebec's exemplary energy performance targets in the coming years. See the graph below, taken from the report.
- GHG reduction in the perioperative area: Progress on a project led by students from the Surgical and Interventional Sciences program, aimed at lowering humidity levels in the perioperative area to reduce GHG emissions.

Sustainable Development Priorities 2025-2026

- LEED Certification – Lachine Hospital: Support the Société québécoise des infrastructures (SQI) in the process of obtaining LEED certification for the Lachine Hospital modernization project.
- Building Envelope Improvement: Assess the condition of the windows at the Lachine Hospital and plan their replacement to improve energy efficiency.
- Target Setting and Monitoring: Establish energy efficiency and GHG emission reduction targets, and monitor progress in achievement.
- Reduction of Care-Related GHG Emissions: Initiate or pursue projects addressing each of the sources identified in the carbon footprint assessment (see figure on the previous page) to reduce GHG emissions—specifically those in the "Care" category, which accounts for 56% of emissions according to the MUHC's first carbon footprint assessment. This category includes the procurement of medications and medical supplies, as well as the use of anesthetic gases.

An accomplishment to highlight

- Despite a harsher winter, energy consumption at the Glen site decreased. The proportion of electricity used increased, while natural gas consumption fell, resulting in an 11% reduction in GHG emissions for the Glen site alone.

Energy Consumption Trends at the MUHC (GJ)

	2022-2023	2024-2025	Variance	
Electricity	405,738	411,243	+ 5,505	+ 1 %
Natural Gas	257,000	288,083	+ 31,083	+ 12 %
Fuel Oil No. 2 and/or Diesel	5,457	5,203	- 254	- 5 %
Share of Energy Consumption from Renewable Sources (%)	61 %	58 %	- 3 %	- 5 %

13. Indoor Air Quality

Major Structural Initiatives 2024-2025

- Continued monitoring of ventilation parameters (air exchange rates, pressure differentials and particulate levels) and conducting periodic manual inspections in critical areas such as critical care units, operating rooms, pharmacies and other critical areas.

Sustainable Development Highlights 2024-2025

- As part of the 2024 LEED recertification of the Glen site, the data submitted and the results achieved regarding indoor air quality and occupant satisfaction were positive. The audits and sampling conducted, combined with the rapid handling of requests (e.g., efficient management of complaints regarding thermal discomfort), contributed to an occupant satisfaction score of 12/20.

Sustainable Development Priorities 2025-2026

- Implement specific measures to ensure air quality in the majority of facilities.³¹
- Develop an indoor air quality action plan.³²

An accomplishment to highlight

- In January 2025, MUHC teams participated in a meeting facilitated by the firm BPA to explore solutions for upgrading the heating, ventilation, and air conditioning (HVAC) systems as part of the Montreal General Hospital facility modernization and code compliance project.



Title page of the document presented by the firm BPA during a meeting to discuss opportunities for improving HVAC systems as part of the MGH compliance upgrade project.

³¹Definition of the term "specific action" according to Santé Québec in the Guide to Interpreting the Criteria for a Sustainable Development Approach in a Health and Social Services Facility (in French), February 20, 2026 version: Specific actions refer to smaller-scale actions that are applicable in most of your facilities. For example:

- Monitoring indoor air quality in office buildings (CO₂, CO, temperature, humidity, HVAC balancing, mold, asbestos, etc.);
- Monitoring contaminants in patient rooms;
- Regular measurement of positive and negative pressure.

³² Definition of "Action Plan" according to Santé Québec in the Guide to Interpreting the Criteria for a Sustainable Development Approach in a Health and Social Services Facility, February 20, 2026 version: It aims to identify and prioritize improvements or modifications required to facilities and equipment in order to enhance your practices, ensure air quality, and meet the desired standards.

14. Housekeeping

Major Structural Initiatives 2024-2025

- Update of the Eco-Responsible Cleaning Policy (ADM 720) ³³ in October 2024, incorporating responsible procurement best practices in accordance with ECPAR recommendations.³⁴

Sustainable Development Highlights 2024-2025

- Completion of renovation work on the waste management center at the Montreal General Hospital, including the addition of food waste sorting and recovery—a new practice for this site—aligning with the system already in place at the Glen site.
- Continuing education: 100% of Housekeeping managers completed the “Orientation to Sustainable Health Systems” training and were encouraged to complete the training on sustainable procurement.

Sustainable Development Priorities 2025-2026

- Continue sustainable development awareness-raising activities during the onboarding of new staff.
- Incorporate sustainability clauses into procurement contracts, giving preference to certified products and products that are less harmful to biodiversity (e.g., certified cleaning products and concentrated products).

An accomplishment to highlight

- The MUHC’s Housekeeping teams play a vital role in the hospital environment: housekeeping is far more than a cleaning function; it is an essential infection prevention measure. Every day, these teams cover millions of square feet. The MUHC employs more than 600 people in Housekeeping Services.



Members of the MUHC Housekeeping team at the Glen site.

³³ The Eco-Responsible Cleaning Policy (ADM 720) is available to employees on the [MUHC Intranet](#) or to members of the public upon request at developpement.durable@muhc.mcgill.ca.

³⁴ [ECPAR website](#)

15. Water Management

Major Structural Initiatives 2024-2025

- Development of the MUHC's first Potable Water Management Policy and Potable Water Conservation Plan.³⁵
- As part of the 2024 LEED recertification of the Glen site, the data submitted and results obtained regarding water management were positive—with a score of 7/15, while also highlighting opportunities for improvement.

Sustainable Development Highlights 2024-2025

- Project carried out in pediatric dialysis, through which adjustments made it possible to reduce the dialysate flow rate to 300 ml/min, resulting in savings of 98 litres of water per patient per treatment.³⁶
- Reduction in purchased water bottles through concerted efforts, resulting in an approximately 5% decrease in purchases (see sidebar). For example, the food services team enables event organizers to order alternatives to single-use water bottles (e.g., reusable glass dispensers to provide fruit-infused water to attendees).

Sustainable Development Priorities 2025-2026

- Implementation of the Potable Water Conservation Plan, including in particular:
 - Installation of a water meter at the Montreal General Hospital.
 - Setting targets for reducing potable water consumption and rigorously monitoring results (e.g., monthly indicator tracking, annual audits, and consumption reviews to adjust strategies and measure progress).
- Apply City of Montreal regulations and draw on the Quebec Potable Water Conservation Strategy (2019-2025) and the Quebec Water Strategy (2018-2030).

An accomplishment to highlight

- In July 2024, a major water main break disrupted the water supply at the Glen site. Thanks to the mobilization of MUHC teams, operations were maintained. Following the incident, the Security and Emergency Measures team developed an action plan to implement improvements, particularly regarding internal communications and coordination with external partners.³⁷

	2023-2024	2024-2025	Variance
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Water bottles purchased

18-L Water Bottles Purchased	88,740	84,420	- 5 %
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Annual Potable Water Consumption by Site (m3)

5100 de Maisonneuve	13,064	15,992	+ 22,41 %
5252 de Maisonneuve	2,935	2,479	- 15,54 %
Lachine Hospital	132,465	129,634	- 2,14 %
Glen Site	375,392	376,095	+ 0,19 %



Image by Lauren McCallum/CBC

³⁵ The Potable Water Management Policy (ADM 120) and the Potable Water Conservation Plan are available to employees on the [MUHC Intranet](#) or to members of the public upon request at developpement.durable@muhc.mcgill.ca.

³⁶ Sara Champagne's article, "[L'hémodialyse en accord avec la nature](#)", published in La Presse on June 2, 2025, provides additional information about this initiative.

³⁷ Matthew Lapierre's CBC News article, published on July 12, 2024, "[Services Resuming at MUHC Glen Site After Major Water Main Break](#)", provides additional information about this event.

16. Environmental Site Assessment

Major Structural Initiatives 2024-2025

- Completion and submission of the annual reporting exercise related to contaminated sites liabilities (PTSC) to the Ministry of Health and Social Services (MSSS) in March 2025.

Number of Studies Conducted per Year, by Type

	Phase I	Phase II	Other
2021	1	0	1
2022	2	2	1
2023	1	0	3
2024	0	0	1

The “other” column includes supplementary characterization studies, site remediation studies, and geotechnical studies, as well as any other related environmental analyses.

Sustainable Development Highlights 2024-2025

- Continued soil management work at the Lachine Hospital as part of the expansion project.
- The individual responsible for annual reporting strengthened their expertise by participating in the training session entitled: “Training on the Protection and Remediation of Contaminated Sites— Toward More Sustainable Management of Contaminated Sites — Recent Developments,” offered by the Ministère de l’Environnement, de la Lutte contre les changements climatiques, de la Faune et des Parcs. (MELCCFP), as well as the symposium on financial and environmental issues organized by the Quebec Environmental Auditing Association.

Sustainable Development Priorities 2025-2026

- Carry out annual reporting to the MSSS regarding the PTSC.
- Strengthen participation in project planning that involves soil management, in order to ensure the inclusion of sustainable development clauses in calls for tender— such as stipulating the contractor's responsibility for the proper management of excavated soils.
- Apply the Regulation respecting charges to promote the treatment and recovery of excavated contaminated soils, which came into effect in 2024.

An accomplishment to highlight

- Soil-related work was carried out at the Montreal General Hospital as part of the installation of water retention basins along Avenue des Pins. These basins aim to increase the sewer system's capacity to handle the impacts of extreme weather events linked to climate change. Excavation, soil management, and tracking via Traces Québec were integrated from the planning stage.



Construction work at the Montreal General Hospital emergency entrance. As part of the installation of stormwater retention basins, 1,335 metric tonnes of A-B quality soil and 592 metric tonnes of B-C quality soil were transported off-site and recorded in Traces Québec.

17. Sustainable Development in Patient Care

Major Structural Initiatives 2024-2025

- Although the withdrawal of desflurane—a high GHG emitting anesthetic gas—was completed in 2023–2024, the MUHC clinical teams continued their efforts to reduce the carbon footprint associated with anesthetics in 2024–2025. In particular, they participated in the expansion of a pilot project for the recovery of anesthetic gases, implemented at the Montreal General Hospital in 2023–2024 and then deployed at the Glen site in 2024-2025.³⁸

Sustainable Development Highlights 2024-2025

- Clinical teams—particularly in nursing, neurology, and perioperative areas—have stepped up their waste reduction initiatives in their daily practices. In perioperative care, the focus was on analyzing expired supplies to better understand the causes of expiration and reduce waste. In neurology, over 2,000 pounds of cold packs were repurposed by community organizations to support food security.

Sustainable Development Priorities 2025-2026

- Assess the feasibility of establishing an Eco-CPDP (Council of Physicians, Dentists and Pharmacists): although this initiative could not be carried out as planned in 2024–2025, it remains an organizational priority and will be included in the 2025–2026 work plan.³⁹
- Explore practices from the "Choosing Wisely" campaign to reduce unnecessary tests and treatments, thereby lowering the environmental footprint and reducing healthcare resource waste.⁴⁰

An accomplishment to highlight

- The anesthesia, infection prevention and control, and supply and logistics teams have initiated a feasibility analysis aimed at replacing certain single-use items—including respiratory circuits—with reusable options, thereby helping to reduce the waste generated by clinical activities.



Part of the anesthesiology team, photographed for a publication marking World Anaesthesia Day on October 16, 2024.

³⁸ The pilot project aims to evaluate a technology for recovering anesthetic gases. Reports are expected over the next year (2025–2026) and will include, among other things, the technology's environmental impacts, avoided GHG emissions, and the financial investments required.

³⁹ The Executive Committee monitors indicators that measure progress toward sustainable development within the organization. An analysis of the feasibility of establishing an eco-CMPD is one of the indicators being monitored.

⁴⁰ For example, one of Choosing Wisely Canada's recommendations states: "Do not use desflurane when other anesthetic drugs and techniques are equally effective and less harmful to the environment." The organization notes that anesthetic gases "account for approximately 5% of the average hospital's greenhouse gas emissions." [Choosing Wisely website](#).

18. Adaptation to Climate Change

Major Structural Initiatives 2024-2025

- Members of the Sustainable Development Committee participated in a Climate Fresk workshop, a science-based and educational collaborative learning activity about climate change. The workshop was such a success that COOP Sens Climat ⁴¹ returned a second time to facilitate the workshop for technical services managers.
- More than twenty employees and managers from Technical Services participated in two training workshops led by Stantec, enabling them to familiarize themselves with a technological tool for assessing the climate vulnerability of buildings and to develop the skills needed to contribute to the first cycle of climate risk assessment.

Sustainable Development Highlights 2024-2025

- Retention basins were installed at the Montreal General Hospital to better manage the increased precipitation as a result of climate change. Similar basins are also being incorporated into the expansion plans for Lachine Hospital, strengthening the resilience of infrastructure to extreme weather events.

Sustainable Development Priorities 2025-2026

- Continue the work initiated with Stantec to complete the climate vulnerability assessment of MUHC buildings and begin Phase 2, which will define the priority adaptation measures to be implemented.

An accomplishment to highlight

- As part of the activities organized to mark Earth Day in April 2024, Stantec—represented by employees Zineb Alaoui Mdaghri and Camille Proulx—hosted an interactive booth featuring an educational game about the impacts of climate change, allowing participants to better understand how climate change affects everyday life.



⁴¹[COOP Sens Climat \(site web\)](#)

19. Protection of Biodiversity

Major Structural Initiatives 2024-2025

- In July 2024, the MUHC, in partnership with Soverdi and the Friends of the MUHC, planted approximately 400 new trees, bringing the total number of trees added to the Glen site since May 2023 to over 800. Funded primarily through grants and supplemented by a contribution from the Friends of the MUHC, this planting initiative benefited from the on-the-ground participation of Friends of the MUHC volunteers.



Sustainable Development Highlights 2024-2025

- As part of the activities surrounding Earth Day in April 2024, the MUHC organized two educational walks on Mount Royal to raise awareness among its community about local flora and fauna. Guided by biologists from Les Amis de la Montagne, participants gained a better understanding of the site's biodiversity, in line with the MUHC's commitment to biodiversity conservation.⁴²



To enhance the environment for residents of the Camille-Lefebvre Pavilion, the Facilities team volunteered to purchase and plant flowers, contributing to a more pleasant setting for residents

Sustainable Development Priorities 2025-2026

- In 2025-2026, the MUHC will strengthen its commitment to biodiversity by participating in initiatives such as the Défi Pissenlits initiative (similar to No Mow May),⁴³ which promotes the protection of pollinators during the critical spring period.
- In 2025–2026, the MUHC will organize new educational activities, including bioblitz-style inventories, to allow staff to discover and document the biodiversity present on its sites.
- Formalize an institutional action plan dedicated to greening its sites, in order to guide and structure the MUHC's environmental initiatives for the coming years (e.g., bioblitzes, flower planting, etc.).

An accomplishment to highlight

- In the summer of 2024, 900 perennial, native, and annual flowers were planted at the Montreal General Hospital by Polliflora,⁴⁴ a social economy enterprise, to beautify the site and make it more attractive to pollinators.

⁴² The Nature Plan 2030 Biodiversity Commitment Letter is available to employees on the [MUHC Intranet](#) or to members of the public upon request at developpement.durable@muhc.mcgill.ca.

⁴³ [Défi Pissenlits \(website\)](#)

⁴⁴ [Polliflora \(website\)](#)

20. Arts and Culture ⁴⁵

Major Structural Initiatives 2024-2025

- Continuation of the RBC Arts and Heritage Centre’s exhibition program, ⁴⁶ a well-established program at the Glen site for nearly 10 years, showcasing the connections between art, science and sustainability.

Sustainable Development Highlights 2024-2025

- Regular musical performances at the Cedars Cancer Centre and continued music therapy activities across several units—psychiatry, neonatology, pediatrics, intensive care, and outpatient programs.
- Launch of “Connections Créatives,” an in-house art therapy group at the Allan Memorial Institute organized by the Psychology Department, offering patients a safe space for artistic expression, emotional healing, and social engagement.
- Collaborative art activities with residents of the Camille-Lefebvre CHSLD.
- A wellness initiative in the operating room and recovery unit at the Glen site: wellness-themed canvases and colouring pages were introduced to allow staff to take a mental break during busy shifts. This initiative celebrates their creativity and adds a touch of color and joy to the hallways.



Art activity with residents of the Camille-Lefebvre Long-Term Care Centre

⁴⁵ The inclusion of an “Art and Culture” section in the Annual Sustainability Report is part of an internationally recognized approach. The World Health Organization has highlighted the contribution of the arts—including music and participatory artistic activities—contribute to physical and mental health by improving well-being, reducing stress, and supporting care ([United Nations website](#)). Furthermore, the United Nations and UNESCO recognize culture as a cross-cutting dimension of sustainable development ([UNESCO website](#)). In a university health center, initiatives such as music therapy, artistic activities with patients, or cultural initiatives related to the culinary traditions of various communities help create more soothing, inclusive, and person-centered care environments, while strengthening social bonds and cohesion.

⁴⁶ [RBC Art and Heritage web page](#)

Sustainable Development Priorities 2025-2026

- Enhance the visibility and integration of arts and culture within the Sustainable Development Committee to ensure recognition of artistic and cultural initiatives across all departments—notably by including, for the first time, a section on arts and culture in this Annual Sustainable Development Report and by planning for its inclusion on an annual basis.

An accomplishment to highlight

- Unveiled in August 2024, Liens précieux⁴⁷, a mural located at the entrance of the Montreal Children's Hospital, is a collaborative piece created by visual artist Lewis Lavoie of Mural Mosaic, bringing together patients, families, staff members, volunteers, and Quebec artists. Made up of 750 individually painted tiles, it depicts a whale and her calf—symbols of support and resilience.



The Liens précieux mural, created by Mural Mosaic. Produced as part of The Montreal Children's Hospital Foundation's Art for Healing Program, the mural contributes to sustainable development by fostering a more humane, inclusive and supportive care environment. By helping to reduce stress and anxiety, art enhances both the quality of care and the patient experience. This initiative was made possible through the support of The Montreal Children's Hospital Foundation and the financial contributions of donors, including Ms. Andrée Lafleur and Mr. Claude Bigras.

⁴⁷ A press release from the Montreal Children's Hospital Foundation [The Montreal Children's Hospital Foundation](#) published on August 6, 2024 provides more information on this project.

21. MUHC DIRECTORATES' PRIORITIES

1. Procurement and Logistics Directorate
2. Communications Directorate
3. Education and Simulation Directorate
4. Montreal Children's Hospital and Women's Health Directorate
5. Montreal Neurological Institute-Hospital
6. Medical and Professional Services Directorate
7. Optilab Directorate
8. Innovation, Performance and Quality Directorate
9. Financial Resources Directorate
10. Human Resources Directorate
11. Information Resources and Digital Transformation Directorate
12. Multidisciplinary Services Directorate
13. Perioperative Services and Imagery Directorate
14. Technical Services Directorate
15. Nursing Directorate
16. Research Institute of the MUHC
17. AtkinsRéalis – MUHC's Private Partner at the Glen Site

1. Procurement and Logistics Directorate

Major Structural Initiatives 2024-2025

- Promoting and internally circulating the Responsible Procurement Fact Sheets from the “Espace de concertation sur les pratiques d’approvisionnement responsable” (ECPAR)⁴⁸ : as an ECPAR member, the organization has access to specialized tools that help strengthen the integration of environmental, social, and economic criteria into its purchasing activities. Highlighting these fact sheets to procurement teams and internal requesters fosters the adoption of sustainable procurement principles and prepares for their gradual integration into tendering and procurement processes.

	2024-2025
Percentage of procurement employees and managers who have completed at least one of the five responsible procurement training modules	63 %
Percentage of MUHC managers who have completed at least one of the five responsible procurement training modules	33 %

Sustainable Development Highlights 2024-2025

- Maintaining the agreement with Netlift⁴⁹ for business travel, which promotes carpooling or public transport. In 2024–2025, the platform was used for a total of 8,450 trips thus fostering the use of alternative modes of transport—such as carpooling and public transport—and reducing emissions associated with business travel.
- Awareness-raising and training on sustainable procurement: 63% of procurement employees and managers have completed at least Module 1 of the sustainable procurement training available on the Digital Learning Environment (ENA); this figure stands at 33% among MUHC managers. These indicators are now tracked via various dashboards, notably those used by the Executive Committee and the office of the Associate Executive Director, Administration.
- Inventory management optimization and reduction of waste due to expired products: Implementation of projects with several clinical departments—including the development of a decision-support tool to forecast demand for critical products—has helped reduce losses associated with expired items. These efforts are part of a comprehensive inventory optimization initiative that has led to a significant reduction in internal stock levels—dropping from \$7 million to \$2.45 million between 2023 and June 2025—thereby decreasing both transportation requirements (through fewer deliveries resulting from improved inventory management) and the volume of expired products.

⁴⁸ [ECPAR \(website\)](#)

⁴⁹ [Netlift \(website\)](#)

Sustainable Development Priorities 2025-2026

- Optimize transport flows by reducing the number of deliveries.
- Reduce the volume of expired products through improved inventory management.
- Raise awareness among care units regarding the establishment of appropriate quotas for recurring needs and orders.
- Train 100% of procurement department employees and managers by having them complete the five modules of the sustainable procurement training course available through the provincial Digital Learning Environment (ENA).
- Encourage all MUHC employees and managers involved in purchasing to complete the training on sustainable procurement.

An accomplishment to highlight from 2024-2025

- Strengthened communication and leadership engagement in cross-functional sustainable development projects through the promotion of responsible procurement tools and ongoing initiatives, helping to equip the organization and support the integration of sustainability into operational practices. Active participation in several strategic projects, including the institutional carbon footprint assessment and the promotion of clinical best practices from the "Choosing Wisely" program, aimed at reducing unnecessary care, treatments and medications.



David Handfield is a member of the MUHC Sustainable Development Committee, representing the Procurement and Logistics Directorate. Through his exemplary conduct—including frequently commuting to work by bicycle—and his involvement in cross-functional projects such as the carbon footprint assessment and the Choosing Wisely program, he actively contributes to integrating sustainable development into the MUHC.

2. Communications Directorate

Major Structural Initiatives 2024-2025

- Updating the Intranet's Sustainable Development section with two major revisions to reflect current operations and priorities. At the same time, a new dedicated section of the MUHC website is being developed to enhance the external visibility of the organization's commitments.
- Promoting communication methods that reduce paper use—specifically through the increased use of digital screens and QR codes, and by reminding teams to adopt digital formats and limit paper-based postings to the absolute minimum.

Sustainable Development Highlights 2024-2025

- Produced twenty-five (25) articles highlighting the MUHC's sustainable development initiatives, including awareness-raising activities and various operational improvements across several areas, such as energy, waste management, and mobility.
- The Communications Directorate boosted the visibility of sustainable development priorities by supporting their presentation at the MUHC's May and October 2024 town halls and by helping to showcase them through the production and release—in December 2024—of the "We Are the MUHC" video, which illustrates the MUHC's key actions and commitments.

Sustainable Development Priorities 2025-2026

- Make sustainable development a visible strategic priority across the organization, notably by highlighting initiatives and their impacts through creative and engaging communications.
- Increase the visibility of the Residual Materials Management Plan and highlight Food Services' efforts in this area.
- Update the sustainable development section of the MUHC website to enhance the visibility and accessibility of priority actions.

An accomplishment to highlight

- Sustainable development, now one of the MUHC's five strategic pillars, is on the agenda of every monthly MUHC assembly and Board of Directors meeting. This new strategic vision, presented at the June 2024 public assembly, positions sustainable development as one of the organization's core strategic priorities. The image illustrates these five pillars.



3. Education and Simulation Directorate

Major Structural Initiatives 2024-2025

- The Simulation Centre team actively contributes to the CoPSSC Community of Practice, where strategies for reusing and repurposing clinical teaching materials are developed and shared. This initiative reduces waste by extending the useful life of materials and strengthens collaboration among various entities.
- Discussions have been initiated with Indigenous Services Canada to develop simulation-based continuing education for healthcare professionals in Quebec's northern territories, placing a strong emphasis on cultural sensitivity to better address the realities and needs of Indigenous communities.

Sustainable Development Highlights 2024-2025

- Libraries: Investment in new digital resources and redistribution of over 2,000 books via Textbooks for Change, contributing to paper reduction and the reuse of educational resources.
- Simulation Centre: Adoption of tablets for digital signatures and reuse of approximately \$275,000 worth of medical equipment and supplies for training purposes.
- Multimedia Services: Refurbishment and repurposing of existing equipment (screens, credenzas, etc.), reducing costs and the amount of equipment sent to landfills.

Sustainable Development Priorities 2025-2026

- Replace disposable batteries with rechargeable ones for videography, supported by the installation of a charging station.
- Accelerate the digital transition—specifically by using electronic scripts and documents at the Simulation Centre and limiting printed medical illustration proofs to essential checks only.
- Plan the renovation and layout of library spaces and the Simulation Centre to move towards WELL certification standards.
- Carry out an audit of sustainable procurement practices, drawing on ECPAR's Responsible Procurement Fact Sheets⁵⁰ to evaluate suppliers and favour those demonstrating strong environmental commitments.

An accomplishment to highlight

- In 2024–2025, the library team enhanced the sustainability and accessibility of its services by implementing the KOHA integrated library management system, which allows users to manage requests and renewals online. The patient collection was also expanded to include e-books and audiobooks accessible to the entire MUHC community, broadening access to information while reducing reliance on physical media.



Library team
at the Glen site

⁵⁰ [ECPAR \(website\)](#)

4. Montreal Children's Hospital and Women's Health Directorate

Major Structural Initiatives 2024-2025

- For over twenty years, the Montreal Children's Hospital (MCH) animal-assisted therapy program has contributed significantly to the well-being of children, their families, and staff. By fostering stress reduction, mood improvement, and emotional support, this initiative embodies the social dimension of sustainable development, reinforcing a humane and inclusive care environment. The program is made possible through the annual support of the Hospital Foundation and the weekly visits provided by Zoothérapie Québec.

Sustainable Development Highlights 2024-2025

- Launch of an anesthetic gas recovery pilot project at the MCH, aimed at reducing the hospital's carbon footprint.⁵¹
- Presentation to the MUHC Sustainable Development Committee by Dr. Maria-Alexandra Petre on the challenges of sustainable development in anesthesia, fostering awareness and clinical leadership.

Sustainable Development Priorities 2025-2026

- Evaluate the use of reusable respiratory circuits instead of single-use circuits to reduce medical waste.⁵²
- Identify managers interested in sitting on the MUHC Sustainable Development Committee.
- Encourage employees to join the sustainable development ambassador program.
- Continue improving waste management, notably by centralizing inventories to reduce waste and costs.
- Continue initiatives to reduce wait lists, a key issue regarding equity and access to care.

An accomplishment to highlight

- The MCH Dialysis Centre has adopted "green nephrology"—a first for a pediatric centre in Canada. By reducing dialysate flow rates, it is now possible to save nearly 98 litres of water per patient per treatment, a concrete step toward reducing the water footprint while maintaining quality of care.



Medical student Leina Kingdom and Dr. Marie-Michèle Gaudreault-Tremblay, a pediatric nephrologist and Director of the Kidney Transplant Program at the MCH, who collaborated on the project aimed at reducing nephrology's environmental footprint.

⁵¹ The pilot project aims to evaluate a technology for recovering anesthetic gases. Reports are expected over the next year (2025–2026) and will include, among other things, the technology's environmental impacts, avoided GHG emissions, and the financial investments required.

⁵² The project aims to analyze respiratory circuits that can be reused more than once under certain conditions. For more information, see the INSPQ report published in December 2024: [La réutilisation des circuits d'anesthésie sans retraitement entre les usagers : évaluation et soutien à la gestion des risques](#) (Reuse of Anesthesia Circuits Without Reprocessing Between Patients: Assessment and Risk Management Support).

5. Montreal Neurological Institute and Hospital (The Neuro)

Major Structural Initiatives 2024-2025

- Replacement of disposable cups with reusable burgundy-colored plastic cups for hospitalized patients; these are now available in all care units.
- Participation of The Neuro research site in the McGill-wide Green Labs initiative, which promotes the adoption of more sustainable laboratory practices.

Sustainable Development Highlights 2024-2025

- Redistribution of expired specimen collection tubes, syringes, and other expired materials to nursing training programs (McGill, John Abbott, and Dawson), which helps to reduce waste and support clinical education.⁵³
- Reuse of over 2,000 pounds of cold packs by community organizations, supporting their food security initiatives while helping to limit plastic waste sent to landfills.
- Agreement reached with McGill University allowing Neuro employees to access the campus cafeteria for all meals, providing a healthy and affordable dining option given the absence of a MUHC cafeteria on-site. This arrangement has been well received by staff.

Sustainable Development Priorities 2025-2026

- Continue the digital transition of the intensive care admission log—now fully in Excel format since April 2025 and accessible via Global Share to key partners in the Neuro sector. This model, already operational, could be deployed to other units.
- Finalize the digitization of the infection control indicator using the Novokos platform. The paper version will be phased out as the transition to digital tracking continues.

An accomplishment to highlight

- Several initiatives to improve waste management were implemented at The Neuro in 2024–2025. These include a significant reduction in single-use plastic waste associated with research activities—with the CRU diverting 180,000 cubic feet of waste—and the adoption of rechargeable batteries to replace disposable ones as part of a pilot project conducted in collaboration with Aisen. These actions make a tangible contribution to reducing the site's environmental footprint.



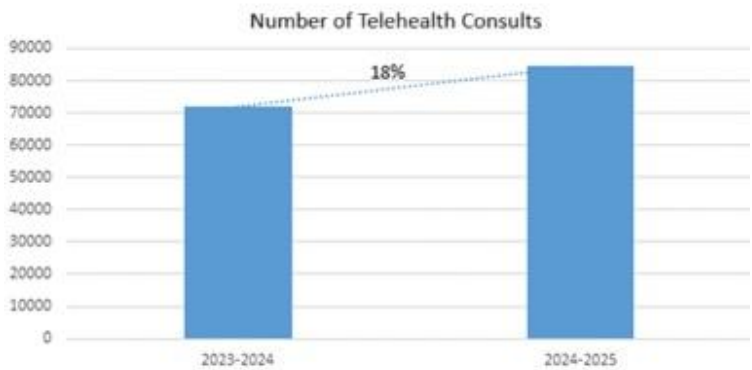
Siva Moonsamy (right), representative of The Neuro on the MUHC Sustainable Development Committee, and Robert Eisenbruk from Aisen

⁵³ The value of items diverted from landfill thanks to this practice remains unknown. By way of comparison, in 2024–2025, the MUHC Simulation Centre recovered the equivalent of approximately \$275,000 in medical equipment and supplies—sourced from various teams—for reuse in training.

6. Medical and Professional Services Directorate

Major Structural Initiatives 2024-2025

- Implementation of key pharmacy initiatives to optimize resource management: digitization of non-formulary requests, reduction of medication waste (sorting and redistribution), standardized audits of medication rooms, and installation of cardboard recycling carts at the Glen. The team also provided the data required to prepare the MUHC's carbon footprint assessment.
- Implementation of the telehealth policy—in effect since 2004 and updated in 2022—helping to reduce travel by expanding remote care. In 2024–2025, over 80,000 teleconsultations were conducted (an 18% increase over the previous year), representing a significant volume of consultations that might otherwise have required travel. This initiative was bolstered by the arrival of two ambassadors tasked with promoting the adoption of virtual services, thereby supporting the growth of remote consultations.



Data from Medivisit, eRDV and Rendezvous (RVH, MCH, MGH, Lachine and The Neuro

Sustainable Development Highlights 2024-2025

- Continued efforts to optimize the use of metered-dose inhalers in clinical units, including the adoption of safe reuse practices where protocols permit. Work is also underway to develop a formal reuse protocol for the pulmonary function clinic.
- Rollout of an interdisciplinary telehealth project launched in 2024 in pediatrics for Region 17 (Nunavik), enabling remote ultrasound examinations via Teams to obtain an initial clinical opinion prior to the patient's arrival. This approach improves access to care for Indigenous communities in remote areas.

Sustainable Development Priorities 2025-2026

- Assess the feasibility of establishing an Eco-CPDP (Council of Physicians, Dentists and Pharmacists): although this initiative could not be carried out as planned in 2024–2025, it remains an organizational priority and will be included in the 2025–2026 work plan.
- Explore practices from the "Choosing Wisely" campaign to reduce unnecessary tests and treatments, thereby contributing to the more judicious use of resources and potentially reducing the environmental impact associated with care.⁵⁴

⁵⁴ For example, one of the recommendations from "Choosing Wisely" is: "Do not use desflurane when other anesthetic drugs and techniques are just as effective and less harmful to the environment." According to the organization, anesthetic gases can be a significant source of greenhouse gas emissions in hospitals. At the MUHC, the carbon footprint report indicates that desflurane accounted for 73% of GHG emissions related to anesthetic gases in 2022–2023. Its use has been discontinued since 2023–2024. Sources: [Choosing Wisely website](#); MUHC Carbon Footprint Assessment 2022-2023 (on the [Synergie Santé Environnement website](#)).

An accomplishment to highlight from 2024-2025

- The Montreal Children’s Hospital has launched a social prescribing pilot project—currently in its very early stages—aimed at connecting patients with non-medical resources that address the social determinants of health. These initial “social prescriptions” allow certain families to be referred to or prescribed resources such as school supplies, sports equipment, tutoring services or educational technology, depending on each child's needs.



Kedar Mate and Edourda Taguedong from the MCH Social Prescribing Program.

7. OPTILAB Directorate

Major Structural Initiatives 2024-2025

- In addition to their ISO 15189 certification, the laboratories have initiated the preliminary steps toward obtaining My Green Lab certification⁵⁵, in order to align their practices with international standards for sustainable laboratory practices.

Sustainable Development Highlights 2024-2025

- Launch of a laboratory plastic waste recovery and repurposing project⁵⁶ at the Jewish General Hospital laboratories of CIUSSS West-Central Montreal.⁵⁷
- Implementation of a program to reuse empty plastic containers in Pathology laboratories, giving a second life to 1,200 containers that would otherwise have been incinerated.

Sustainable Development Priorities 2025-2026

- Continue reducing paper use by gradually integrating outpatient clinics into the electronic order entry system via OACIS.
- Implement a recycling program for solvents used in pathology laboratories.
- Expand the laboratory plastic waste recovery and repurposing project to all laboratories within the Optilab-Montréal-MUHC cluster.
- Establish an internal sustainable development committee within Optilab to structure, coordinate, and support eco-responsible initiatives across the laboratories.

An accomplishment to highlight

- In July 2024, the Jewish General Hospital laboratories launched a project to recover and repurpose laboratory plastic waste, in collaboration with the Technical Services Directorate and the Procurement and Logistics Directorate of the CIUSSS West-Central Montreal. This initiative reduces the amount of plastic sent to landfills or incineration, helps reduce the environmental footprint of laboratory operations, and decreases costs associated with waste management.



Compactor used to reduce waste volume and optimize residual materials management practices

⁵⁵ [My Green Lab website](#)

⁵⁶ The amount of plastic diverted from landfills as part of this project is not available at this time. As a point of reference, according to the organization My Green Lab, laboratories collectively generate several million metric tonnes of plastic waste annually worldwide, accounting for approximately 2% of the global total. This data is intended to illustrate the significance of plastic in laboratory activities, without reflecting the specific scale of the local project. Source: [My Green Lab website](#).

⁵⁷ Although some of the initiatives presented in this section were implemented outside MUHC facilities, they are included because they were carried out under the responsibility of the MUHC's Optilab Directorate, whose activities and laboratories are distributed across several institutions in Quebec.

8. Innovation, Quality and Performance Directorate

Major Structural Initiatives 2024-2025

- The Innovation, Quality and Performance Department worked closely with the teams responsible for preparing the Accreditation Canada visit in November 2024. For the first time, the MUHC's sustainable development approach underwent a formal assessment by the surveyors. The positive feedback received highlights the teams' sustained efforts in sustainable development; these results would not have been possible without the guidance provided by the Directorate prior to the visit, particularly regarding the identification and selection of relevant evidence.

Sustainable Development Highlights 2024-2025

- Within Document Services, the archives optimization project is reaching the end of its initial five-year cycle. The measures implemented have reduced the use of external storage by 36%, thereby helping to limit the environmental impacts associated with storage and transportation.
- In 2024, an estimate was made regarding the reduction in the environmental footprint associated with the patient record digitization project. Ultimately, this project will reduce the impact linked to the following volumes :

		Tonnes of CO ₂ /year	Trees Equivalent
Physical storage	200,000 boxes	736	5,260
Transportation between Laval and MUHC sites	3,700 trips	74	577
Retrieval requests	3,700 requests	0,3	3

Sustainable Development Priorities 2025-2026

- Promote the use of secure collection bins designed for the secure disposal of non-paper media (CDs, cards, floppy disks, USB drives, hospital wristbands, X-rays, etc.), all of which are subject to the confidential destruction program.
- Ensure that the components of these media are recycled whenever possible or, where appropriate, destroyed in an incinerator with energy recovery.

An accomplishment to highlight

- The MUHC has embarked on a major technological shift by discontinuing the production of plastic hospital cards, now replaced by the exclusive use of the Quebec Health Insurance Card (RAMQ card) for patient identification. This transition modernizes the admission process while reducing the amount of plastic waste generated.



9. Financial Resources Directorate

Major Structural Initiatives 2024-2025

- Staffing and training the new in-house team dedicated to budgets, fixed assets, and support services to create a synergy of expertise and provide better support to administrative departments, including the sustainable development team.
- Continuing the review of internal processes to reduce printing and paper usage.
- Efforts to consolidate work teams across fewer locations in order to reduce commuting and transport-related emissions.

Sustainable Development Highlights 2024-2025

- Support for, and participation in, various sustainable development projects: establishing the structure of the OPUS program, exploring reusable products for food services, and evaluating the "Introduction to Sustainable Health Systems" training course.
- Analysis of telephone service and printer requirements in the context of hybrid work, followed by the removal of 47 telephone lines, 37 telephone handsets, and 3 printers.
- Redistribution of surplus equipment to the Information Technology (IT) team for reuse.

Sustainable Development Priorities 2025-2026

- Carry out the relocation of the Finance Department from 8300 Décarie to 2155 Guy Street.
- Continue reviewing processes to reduce paper usage.
- Implement an electronic invoice processing system (special funds → accounts payable) aimed at eliminating printing and saving approximately 13,000 sheets of paper per year.
- Continue supporting sustainable development initiatives and projects, and integrate this vision into management decisions.
- Establish performance indicators (KPIs) to track the sustainable development training offered to managers and, subsequently, to employees.

An accomplishment to highlight

- Thanks to the establishment of a budget dedicated to sustainable mobility,⁵⁸ employees can benefit from discounts when they choose alternative modes of transportation. In 2024–2025, nearly 1,000 employees took advantage of this measure, helping to reduce their commuting costs and encourage the use of alternatives to single-occupancy vehicle travel.⁵⁹



⁵⁸ According to the Government of Canada's [Sustainable Mobility Glossary](#) (2010), sustainable mobility refers to a set of measures that enable members of a community to get around efficiently and in an environmentally responsible manner. Sustainable mobility includes, in particular, public transportation, shared car use (carpooling, carsharing), the use of clean energy sources, intelligent transportation systems, and transportation demand management.

⁵⁹ Section 7, Sustainable Mobility and Transportation Electrification, provides an overview of the rebates offered to employees.

10. Human Resources Directorate

Major Structural Initiatives 2024-2025

- Development of learning pathways for managers and unionized staff to support and deliver sustainable development-related training content. The pathway for managers includes, in particular, training on "Orientation to Sustainable Health Systems" and modules on responsible procurement.
- Implementation of Phase 3 of the Employment Equity Program (EEP) (2023-2026) continued throughout the year.
- A new Power BI report was deployed to give managers easy access to the information needed to effectively manage human resources development.

Sustainable Development Highlights 2024-2025

- Creation of an Equity, Diversity and Inclusion (EDI) learning pathway that includes training on ethnocultural diversity, people with disabilities, LGBTQ+ individuals, gender, and sexuality.
- Creation of a learning pathway focused on Indigenous realities.⁶⁰
- Creation of a retention-focused learning pathway, including content on recognition, collaboration, engagement, communication, appreciation of contributions, psychosocial risks, return-to-work practices and change management.

Sustainable Development Priorities 2025-2026

- Increase the representation of people with disabilities within the organization.
- Promote and roll out the new learning pathways, including mandatory training on sustainable development for managers ("Orientation to Sustainable Health Systems" and "Responsible Procurement—An Introduction").

An accomplishment to highlight

- Once again this year, the MUHC is proud to have a dynamic and diverse community of employees and managers. The image provides information on some of the diversity within our community of employees and managers.



Self-identification data, including individuals who identify as part of cultural diversity groups (Indigenous Peoples, visible minorities and ethnic minorities), persons with disabilities, and women. Percentages represent the proportion of individuals in each category for 2024-2025.

⁶⁰ This learning pathway is distinct from EDI initiatives, as reconciliation and decolonization efforts are grounded in principles specific to Indigenous realities.

11. Information Resources and Digital Transformation Directorate

Major Structural Initiatives 2024-2025

- Rationalization of technology assets by reducing the number of printers and landline phones in use.
- Digitization of processes: optimizing workflows to encourage electronic transmission (fax/print-to-file or email) and participating in automation projects aimed at eliminating paper usage.
- Infrastructure modernization: replacing obsolete physical servers with virtual servers, thereby improving the energy efficiency of IT infrastructure—notably by reducing the number of physical servers required.⁶¹
- Equipment management: continued efforts to reuse decommissioned devices to support systems still in operation, as well as using certified suppliers for the recycling of end-of-life equipment and data security, such as Uni-Recycle, which is R2v3 (Responsible Recycling) certified by SERI ⁶², as well as ISO 14001 (environmental management) and ISO 9001 (quality). ⁶³



Sustainable Development Highlights 2024-2025

- Start of the phase-out and/or consolidation of printers.
- Launch of initiatives to rationalize telephony services.
- Continued modernization of the infrastructure to support digital transformation (cloud computing program and the gradual integration of DSN-Epic).
- Gradual virtualization of the infrastructure as part of the optimization and streamlining of physical resources.

Sustainable Development Priorities 2025-2026

- Continue to optimize the equipment inventory (printers and telephones).
- Continue efforts to digitize workflows and reduce paper use.
- Ensure that managers complete the “Orientation to Sustainable Health Systems” training as well as the training modules on responsible procurement.

Desktop and Laptop Computers Collected by Uni-Recycle

Number	326
Weight (lbs)	10,083

An accomplishment to highlight

- The Information Resources and Digital Transformation Directorate fostered an inclusive and engaging work environment by organizing four virtual “town hall” meetings in 2024–2025, addressing a variety of issues.
- An in-person strategic retreat with all managers also helped strengthen collaboration and engagement. These initiatives support organizational growth through the well-being and active participation of teams.

⁶¹ Virtualization makes it possible to consolidate multiple workloads onto a smaller number of physical servers, thereby reducing the energy consumption associated with their operation and cooling. Source: [ENERGY STAR \(website\)](#).

⁶² [SERI \(website\)](#)

⁶³ [Uni-Recycle \(website\)](#)

12. Multidisciplinary Services Directorate

Major Structural Initiatives 2024-2025

- Widespread adoption of electronic records by the majority of multidisciplinary departments, enabling the gradual elimination of paper files and documents.
- A new phase of the anesthetic gas recovery project was completed—specifically, the temporary commissioning of the recovery system at the Glen site, building on the pilot project conducted at the Montreal General Hospital. The next phase is underway and focuses on conducting a life cycle assessment (LCA) to evaluate the impact of anesthetic gases on GHG emissions, both with and without the use of a recovery system.
- Several key initiatives led by the Directorate are detailed in other sections of this report, notably in the Food Services section.

Sustainable Development Highlights 2024-2025

- At the Camille-Lefebvre Long-Term Care Centre, residents have access to a variety of wellness-oriented activities, including social gatherings, barbecues, gardening, art therapy, knitting with recycled materials, as well as musical events and pet therapy.
- As part of the 2024 edition of DuoEmploi, organized by the Government of Quebec, the MUHC Food Services department participated in the program and hosted an individual with a disability for an exploratory internship, thereby fostering inclusion and providing an opportunity to discover the work environment.



Sustainable Development Priorities 2025-2026

- Finalize approval of the protocol governing the use of 7-day multi-patient anesthesia circuits, replacing single-use circuits. This measure will significantly reduce plastic consumption and generate substantial cost savings.
- Assess the feasibility of introducing more reusable products—specifically masks and gowns—to reduce waste generation and reliance on single-use items.⁶⁴
- Develop a project to reuse nutritional supplements with the aim of reducing waste and optimizing resource use.

⁶⁴ The amount of waste avoided through these changes in practice is not available at this time. As a rough estimate, The Ottawa Hospital reports that, prior to the introduction of reusable gowns, more than 500 disposable gowns were used each day across its campuses, and estimates that such a change could reduce waste by approximately 33,000 kg per year. This example illustrates a potential order of magnitude, without necessarily reflecting the volumes or impacts for the MUHC. Source: [Ottawa Hospital \(website\)](https://www.ottawahospital.on.ca/en/our-services/our-services-at-ottawa-hospital.aspx).

An accomplishment to highlight

- To mark National Indigenous Peoples Day (June 21, 2024), the MUHC provided traditional foods to Indigenous patients hospitalized at the Montreal General Hospital and the Glen site. Approximately 70 patients enjoyed fresh bannock, blueberries, jam, and green tea.



13. Perioperative Services and Imagery Directorate

Major Structural Initiatives 2024-2025

- Implementation of a waste recycling program in the operating room at the Montreal General Hospital (MGH), promoting more sustainable waste management.
- Recycling of batteries and single-use containers used for implants, sutures, and staplers within perioperative services, contributing to the reduction of surgical waste.
- Installation of specialized containers for biomedical waste and sharps in the radiology department, ensuring safe and compliant management of hazardous materials.

Sustainable Development Highlights 2024-2025

- Medical imaging has undertaken modernization projects, including (1) the phased elimination of postal mailings through physician access to the DSQ and (2) the conversion of paper forms to electronic forms within OACIS.
- Perioperative Services launched a supply optimization project in collaboration with the Procurement team to analyze the causes of product expiration and identify opportunities for improvement.

Sustainable Development Priorities 2025-2026

- Continue perioperative and imaging projects aimed at reducing waste, particularly through the optimization of ordering and workflows.
- Strengthen the clinical criteria governing requests for radiological examinations in order to reduce unnecessary tests.
- Expand sustainable waste management processes once new organizational initiatives for waste management are implemented.

An accomplishment to highlight

- At the MUHC, more than 100 staff members work in the Medical Device Reprocessing Unit (MDRU), which operates 24 hours a day, 7 days a week. Their work contributes directly to sustainable development: reducing the environmental footprint by refurbishing reusable equipment, optimizing resources and lowering costs (economic dimension), and providing essential support for the quality and safety of patient care (social dimension).



Members of the Medical Device Reprocessing Unit team, photographed as part of a feature highlighting Medical Device Reprocessing Week, held from October 14 to 20, 2024.

14. Technical Services Directorate (DST)

Major Structural Initiatives 2024-2025

- The DST is responsible for developing and implementing the organization's sustainable development strategy. This year, the Performance and Sustainable Development team spearheaded several organization-wide initiatives, including the carbon footprint assessment, the annual sustainable development report, and the chairing of the institutional Sustainable Development Committee, as well as staff awareness activities—such as those for Earth Day. Other key initiatives led by the DST are outlined in the sections on Waste Management, Energy and GHGs, Indoor Air Quality, Housekeeping, and Water Management

Sustainable Development Highlights 2024-2025

- The DST has launched several major projects, including the first travel management plan (with Movia)⁶⁵, the Residual Materials Management Plan (with Stratzer)⁶⁶ and a roadmap for the decarbonization of our buildings (with Dunsky)⁶⁷, the latter financially supported by the City of Montreal and the Quebec Public Health Association.⁶⁸
- The MUHC's sustainable development initiatives were evaluated for the first time by Accreditation Canada, with the DST responsible for preparing the supporting evidence. The Accreditation Canada surveyors highlighted the phase-out of a high-emission anesthetic gas and the MUHC's commitment to social economy enterprises.
- The DST implemented several operational improvements, including an automated water load shedding plan at the Glen site, the modernization of the electrical power supply at the Lachine Hospital, and a sustainable approach to security service uniforms that enabled the repair of 38 uniforms rather than replacing them.

Sustainable Development Priorities 2025-2026

- Continue the MUHC's sustainable development initiatives by ensuring that each department takes action and actively contributes to achieving institutional goals.
- Continue implementing the sustainable planning tools launched in 2024–2025—plans under the responsibility of the DST—including the transportation management plan, the waste management plan, and the building decarbonization roadmap.
- Establish a window replacement strategy to improve energy performance and operating cost savings.⁶⁹
- Replace a pump in the stormwater retention basin to optimize stormwater management and reduce the risk of overflow.

An accomplishment to highlight

- The DST contributed to earning several major distinctions, including LEED Gold recertification for the Glen site, a Gold ESG Award from the Canadian Council for PPPs, and the MSSS Award of Excellence in Sustainable Development.



Representatives of the MUHC and key partners, including AtkinsRéalis, EXP, Johnson Controls and GSM, who collaborated on the Glen site LEED recertification process.

⁶⁵ [Movia \(website\)](#)

⁶⁶ [Stratzer \(website\)](#)

⁶⁷ [Dunsky \(website\)](#)

⁶⁸ [Association for Public Health in Quebec \(website\)](#)

⁶⁹ No energy targets or indicators have been set at this stage. The ongoing analysis of buildings' vulnerability to climate change will help guide their definition

15. Nursing Directorate

Major Structural Initiatives 2024-2025

- The Nursing Directorate defined the mandate, structure and governance framework for the *Comité de la relève infirmière* (CRI), a committee dedicated to nursing leadership development and engagement. This included establishing meeting frequency, annual objectives and communication protocols. The committee met five times during the year.
- A shared responsibility model was implemented to formally and systematically integrate sustainable development issues—specifically medical waste management and resource use—into internal communications.

Sustainable Development Highlights 2024-2025

- Several initiatives to raise awareness about sustainable development were carried out, including the publication of four articles in the DSI newsletter and support for the Earth Month contest.
- As part of the 2025–2028 strategic plan, the CRI fostered the identification and implementation of concrete sustainable development practices tailored to nursing work, notably the reduction, sorting and reuse of supplies.

Sustainable Development Priorities 2025-2026

- Rollout of an awareness campaign regarding the overconsumption of medical supplies in the critical care unit at the Royal Victoria site.
- Continuation of a collaborative approach aligned with institutional priorities, while highlighting nursing initiatives in sustainable development.

An accomplishment to highlight

- In its first year, the CRI has distinguished itself through solid organization and a commitment to publishing articles on sustainable development in the Nursing Directorate newsletter. The committee also launched a book club that strengthens the social dimension of sustainable development by fostering dialogue, collaboration, and a sense of belonging.



16. Research Institute of the MUHC

Major Structural Initiatives 2024-2025

- Launch of the My Green Lab certification program in several RI-MUHC laboratories. Nine laboratories began the process in January 2025 and are currently in the implementation phase. Eleven additional laboratories will be enrolled by December 2025.
- Implementation of a structured program based on the 3Rs (Reduce – Reuse – Recycle) to support the transition to more sustainable laboratory practices.

Sustainable Development Highlights 2024-2025

- Ongoing participation in the International Freezer Challenge, in collaboration with McGill University's Office of Sustainability.
- Expansion of the My Green Lab program with the addition of new participating laboratories.
- Continuation of the pilot project for recycling non-biological materials (glass, plastics, gloves); the eight science programs are actively collaborating on collection efforts.
- Participation of 14 laboratories in a pilot project to reuse plastic materials (Biosafety Level 1), generating strong engagement.
- February 2025: Green Ambassadors recognition event, bringing together nearly 100 participants; presentation of certificates acknowledging their commitment.

Sustainable Development Priorities 2025-2026

- Launch of the "Sustainable Laboratories Guide."
- Continued participation in the annual "Freezer Challenge."
- Pilot project for the reuse of laboratory equipment.
- Continuation of the My Green Lab certification program.

An accomplishment to highlight

- RI-MUHC laboratories participated in the 2024 International Freezer Challenge, an initiative that enabled the identification and implementation of improvements in the eco-responsible management of cold storage equipment—specifically regarding the optimization and maintenance of refrigeration and sample storage units. These efforts contribute to the institutional performance of McGill, which is ranked 8th out of 112 institutions worldwide and is the 2025 recipient of the I2SL "Lab Programs and Initiatives Award" for its sustainability initiatives.



The CIM Sample Processing Laboratory team celebrates its first-place finish in the Freezer Challenge, in the Individual Participation category..

17. AtkinsRéalis – MUHC’s Private Partner for Building and Grounds Management at the Glen Site

Major Structural Initiatives 2024-2025

- AtkinsRéalis⁷⁰ participated in a variety of committees, including the Sustainable Development Committee, demonstrating sustained collaboration by AtkinsRéalis representatives to integrate best environmental practices at the Glen site.

Sustainable Development Highlights 2024-2025

- Operational collaboration between the MUHC, AtkinsRéalis, and Johnson Controls Inc.⁷¹ and other partners aimed at ensuring compliance with LEED requirements and establishing mechanisms to monitor the Glen site's energy and environmental performance, notably through indicators such as energy consumption, GHG emissions, and building energy efficiency.

Sustainable Development Priorities 2025-2026

- Launch of the procurement process for the installation of an electric boiler at the MUHC's Glen site. According to an energy simulation conducted by the firm PG Énergie⁷², this measure could lead to an estimated 23% reduction in GHG emissions related to energy consumption.
- Compliance with the borough's new regulations regarding the control of certain nuisance plant species at the Glen site.
- Participation in an assessment of the feasibility of creating a tea garden or similar space to encourage users to engage in horticultural activities, while providing a quiet, educational, and relaxing environment.
- Participation in the *Défi Pissenlit* initiative (similar to No Mow May) to support pollinators and help protect biodiversity.

An accomplishment to highlight

- Contribution to the Glen site's LEED Gold recertification (existing building), for which the application was submitted in July 2024 in collaboration with the MUHC and other partners; marking a new milestone in a recurring LEED Gold certification process, and positioning the site among the few healthcare facilities in Quebec to maintain this level of certification over time.
- The Glen site has been awarded two additional major honors:
 - Gold Award – Environment, Social and Governance (ESG) at the 2024 National Awards for Public-Private Partnerships (upper image).
 - 2024 Award of Excellence in Sustainable Development from Quebec's Health and Social Services Network (lower image).



⁷⁰ [AtkinsRéalis \(website\)](#)

⁷¹ [Johnson Controls Inc. \(website\)](#)

⁷² [PG Énergie \(website\)](#)

Annexes

1. UN Sustainable Development Goals and Associated Sections of this Report



- Quality of Life at Work
- Human Resources Directorate



- Food Services
- Montreal Neurological Institute-Hospital



- Sustainable Mobility & Electrification of Transport
- Interior Air Quality
- Arts and Culture
- Medical & Professional Services Directorate



- Awareness
- Communications
- Simulation & Teaching



- Quality of Life at Work
- Human Resources



- Water Management



- Energy Management and GHG Emissions
- Information Resources and Digital Transformation
- RI - MUHC



- Quality of Life at Work



- Energy Management and GHG Emissions
- Innovation, Quality and Performance Directorate



- Quality of Life at Work
- Cultural Safety
- Montreal Children's Hospital and Women's Health



- Sustainable Mobility & Electrification of Transport
- Finance
- AtkinsRéalis



- Sustainable Procurement
- Procurement and Logistics



- Residual Waste Management
- Adaptation to Climate Change
- Protection of Biodiversity



- Water Management
- Food Services
- Housekeeping



- Sustainable Development in Patient Care
- Adaptation to Climate Change
- Protection of Biodiversity
- Perioperative & Imaging



- Sustainable Procurement
- Multidisciplinary Services



- Engagement
- Accountability and Reporting
- Message from the President & CEO
- Optilab
- Technical Services
- Nursing

For more information: <https://www.un.org/sustainabledevelopment/>

2. Sustainable Development Expectations of the MSSS and Associated Sections of this Report

Engagement	▪ Engagement	Water Management	▪ Water Management
Accountability and Reporting	▪ Accountability and Reporting	Food Services	▪ Food Services
Awareness	▪ Awareness	Indoor Air Quality	▪ Indoor Air Quality
Quality of Life at Work	▪ Quality of Life at Work ▪ Cultural Safety ▪ Arts and Culture	Eco-responsible events	▪ Eco-responsible Events
Sustainable Mobility	▪ Sustainable Mobility & Electrification of Transport	SD in Patient Care	▪ Sustainable Development in Patient Care
Sustainable Procurement	▪ Sustainable Procurement	Fight Against Heat Islands and Adaptation to Climate Change	▪ Adaptation to Climate Change ▪ Protection of Biodiversity ▪ Environmental Site Evaluation
Energy Management and GHG Calculation	▪ Energy Management and GHG Calculation	Housekeeping	▪ Housekeeping
Residual Material Management	▪ Residual Waste Management	Electrification of transport	▪ Sustainable Mobility & Electrification of Transport

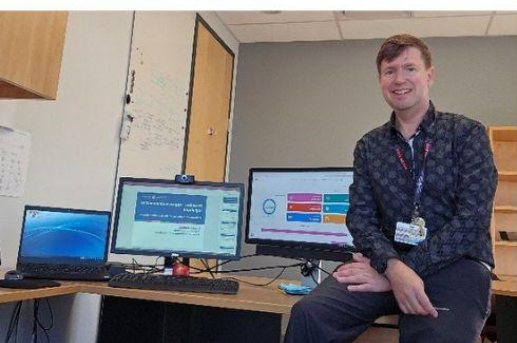
For more information: <https://publications.msss.gouv.qc.ca/msss/document-003695/>

3. Accreditation Canada Sustainable Development Criteria and Associated Sections of this Report

Respect for the principles of sustainable development when implementing services in response to the needs of the population	▪ Engagement ▪ Accountability and Reporting ▪ Quality of Life at Work ▪ Cultural Safety ▪ Energy Management and GHG calculation ▪ Residual Waste Management
Development, implementation and regular review of sustainable development policies and principles	▪ Engagement ▪ Sustainable Mobility & electrification of transport ▪ Residual Waste Management ▪ Water Management ▪ Housekeeping
Implementation of initiatives to support sustainable development	▪ Food Services ▪ Indoor Air Quality ▪ Sustainable development in patient care ▪ Sustainable mobility & electrification of transport ▪ Message from the President Director General ▪ Arts and Culture
Using management indicators to assess the effectiveness of sustainable development initiatives	▪ Accountability and Reporting ▪ Energy Management and GHG Calculation ▪ Residual Waste Management
Consideration of the impacts of climate change on the establishment and on health and adaptation of the service offer	▪ Adaptation to climate change ▪ Protection of biodiversity
Training offered to strengthen capacities for eco-responsible management, mitigation of the impacts of climate change and adaptation	▪ Awareness ▪ Sustainable Procurement ▪ Eco-responsible events ▪ Housekeeping ▪ Environmental Site Evaluation

For more information on Accreditation Canada criteria::

<https://accreditation.ca/ca-fr/>



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