

**Discours prononcé par le président-directeur général, Normand Rinfret à l'occasion de
L'assemblée annuelle publique du CUSM, tenue le 14 juin 2016**



**Speech delivered by the President and Executive Director, Normand Rinfret, at the
Annual Public Meeting of the MUHC on June 14, 2016**

Monsieur le Président,

Membres du conseil d'administration,

Collègues et partenaires du CUSM et du réseau de santé McGill,

Mesdames et Messieurs,

Bonsoir.

Comme toujours, c'est pour moi un privilège et un honneur, à titre de président-directeur général du Centre universitaire de santé McGill, de vous entretenir de notre institution et de ces personnes exceptionnelles qui se dépassent constamment pour le bénéfice de nos patients et de leurs familles. Toutefois, compte-tenu de l'annonce que j'ai faite récemment, c'est animé de sentiments partagés que je me présente à vous ce soir.

D'une part, je me réjouis à l'idée des nouvelles avenues qui m'attendent et en toute franchise, à la perspective d'un peu de repos.

D'autre part, j'ai passé trente-sept années au service du CUSM, dont les cinq dernières dans ma fonction présente. Dès lors, je ne peux que penser à ces nombreuses personnes avec lesquelles j'ai eu le plaisir de travailler, ou tout simplement de rencontrer dans le cadre de mes fonctions. De même, ma vision est truffée de tous les défis auxquels nous avons fait face, que nous avons surmontés, ainsi que de toutes ces réalisations qui nous emplissent d'un profond sentiment de satisfaction et de fierté. Bien sûr, je me préoccupe aussi du futur.

It is humbling and inspiring to be surrounded by healthcare professionals and advocates who, like me, believe that patients and their families are at the heart of everything we do. I have developed enormous respect for those who are responsible for the day-to-day operations of the organization. Thanks to their professionalism, quick thinking, calm-headedness and talent, the McGill University Health Centre continues to make a difference in the lives of patients and their families, each and every day. Our teams also weather storms, shoulder to shoulder.

La fusion volontaire de nos hôpitaux en 1997, l'intégration au CUSM de l'Hôpital de Lachine et du Pavillon Camille-Lefebvre et l'inauguration du site Glen site en 2015, après de multiples changements de programmes et changements gouvernementaux, reflètent notre engagement envers des soins de santé exceptionnels. En effet, ces réalisations ont nécessité de la vision, de la persévérance, du travail acharné, des partenariats, de la collaboration et l'engagement de toute une communauté. Des individus, des géants qui se sont imposés d'eux-mêmes, ont su faire avancer nos objectifs en dépit des obstacles. Chacune à sa manière, ces personnes ont accru ma détermination à me faire ardent défenseur des soins de santé et promoteur du travail en équipe.

In fact, various events throughout the MUHC's history have shaped the way we manage regular and unusual challenges. These events have brought us closer and increased our capacity to not only overcome adversity, but also prepare for massive change such as what we experienced in 2015-2016.

One such event from our history, for example, is the 1998 Ice Storm, one of the largest natural disasters in Canadian history. The storm claimed the lives of some thirty-five people, injured 945 and forced thousands of people from their homes, including the elderly from long-term-care centres. In a matter of days, the Royal Victoria Hospital doubled their beds. If that wasn't enough, we got an emergency call to evacuate within 20 minutes the entire hospital because the water plant at Atwater had gone down and without water our boilers would explode. A team from technical services was fast on their feet, connecting to another water source at the top of Guy Street and over to the Allan Memorial. Their swift actions saved the boilers and averted an evacuation.

Another shining example took place eight years later, on September 13, 2006, when the MUHC was forced to call a Code Orange. Within minutes of the shooting tragedy that unfolded at Dawson College, the 911 line was flooded; Police, SWAT and paramedic teams were dispatched. The Children's provided safe shelter for the hundreds of students that ran in a state of panic. Meanwhile, the Montreal General Hospital, downtown Montreal's only Level 1 trauma centre, prepared to receive the injured. The Neuro's neurosurgeons hopped into taxis and rushed over. The trauma bay accommodates three patients. The ER had to be cleared, operating rooms readied, a command centre set up and communication updates provided. The world's eyes were on us. In the end, one victim and the shooter died at the scene. Another 19 were injured, eight of whom were in critical condition and six required surgery. I was associate director general and COO at the time. At one point I was standing beside Ann Lynch, who was in charge of clinical operations and nursing. Ann's daughter was a student at Dawson. Despite one's parental instincts, she remained focused on the work at hand. As a parent myself, I don't know how she did this, but I will always associate this day with her. Ann is retiring tomorrow so I would ask you all to join me in thanking her for her 38 years of service in health care.

Returning to more recent events, including UPAC, the Baron report, Bureau report, massive budget compressions, healthcare reforms, and Canada's largest hospital migration to a new site, it is also very clear that a team's unity plays a huge role in an organization's resilience and success. After all, the challenges I just mentioned were not isolated incidents that teamwork alone could manage. Rather, they formed a perfect storm, which arises from a rare combination of unpredictable factors. One of those was Dr. Porter. He was an intelligent and charismatic man who contributed to the ground-breaking of the Glen site. Unfortunately, the alleged criminal activities surrounding him also caused a tremendous amount of pain. Consequently, one of my first jobs as head of the MUHC was to help our organization to heal; to allow everyone to be proud again that they work at the MUHC.

I believe I succeeded in this. Moreover, the steps we took in the last few years have made us stronger.

With a performance culture in mind, we prioritized governance and transparency, as well as the harmonization and optimization of practices. Board bylaws and committee mandates were updated. Closer ties were created with existing partners, which will underpin our success as we move forward and fully assume our leadership role in a networked healthcare system. After all, the MUHC is expected to provide a higher concentration of tertiary and quaternary care, while also conducting vital research and teaching healthcare professionals. This work is far from done, but the MUHC is committed to supporting the continuum of care.

Enfin, nous avons atteint l'équilibre budgétaire en un temps record. Rappelons que le rapport Baron prédisait un déficit de 115 millions de dollars à la fin de 2013. Dans les faits, nous avons terminé l'année avec un déficit de 72.5 millions, qui a été éliminé dès la fin de 2015. Cela a été rendu possible grâce à un plan de retour à l'équilibre budgétaire dûment contrôlé, incluant plus de 287 mesures et six grands projets d'optimisation.

Ultimement, nous sommes devenus de meilleurs gestionnaires des fonds publics, malgré le fait que nous terminerons la présente année avec un déficit de 40 millions de dollars. En d'autres temps, je serais extrêmement déçu de ce résultat. Toutefois, étant donné que 2015-2016 fut une année de transition particulièrement complexe, incluant une réduction de 50 millions de dollars en financement gouvernemental, il convient de se demander si les attentes à l'endroit du CUSM n'ont pas été exagérées. Des changements majeurs sont survenus au cours des 12 derniers mois et nous étions préoccupés par le besoin d'assurer la qualité et la sécurité des soins aux patients.

Much has been accomplished in 2015-2016 such as the completion of *The Best Care for Life* and *Best Care for Children* Campaign, a partnership of all of the MUHC's foundations that galvanized our community and raised over 300-million dollars. We also accelerated the implementation of our clinical plan, established corridors of service with our partners and made our operations more efficient for the benefit of patient care, research and teaching. Our recent efforts to strengthen our organizational structure and announcement of our centralized laboratories are prime examples of how we aim to continue improving decision-making and optimizing practices.

I wish to stress, however, that we have concerns about financing related to the acuity of care and the impact of other budget constraints on our mission. We will nonetheless continue to push the boundaries of knowledge as we pursue our mission and I urge the government to work with us to ensure that appropriate financing is provided.

In the coming year, a new president and executive director will be named. He or she will inject ideas and energy into the MUHC, while our exceptional team will continue to share their wisdom, talent and compassion.

Bricks and mortar are vital to any healthcare establishment, but it is people who set the MUHC apart. This is why I'd like to congratulate the MUHC's senior leadership, healthcare professionals, staff, volunteers and foundations for their accomplishments in 2015-2016, as well as for their tireless efforts in managing the year's challenges. I would also like to single out the chairman and entire Board of Directors of the MUHC for their counsel and hard work. 2016-2017 will present new opportunities and challenges. Rest assured that until my successor is named, I will continue to lead our organization and work with our teams to advocate for patients and their families.

Thank you very much. *Merci beaucoup.*