



Centre universitaire de santé McGill
McGill University Health Centre

ANNUAL REPORT
2009 - 2010



INNOVATE FOR *life*

APR

JUL

AUG

SEP

OCT

NOV

DEC

JAN

FEB

MAR



www.muhc.ca

INNOVATE FOR *life*

At the MUHC innovation takes us from the lab floor to the patient bedside, through a CT scan of a brain, to a student's pen and inquisitive look as he inspects an ultrasound image of a young mom's baby. It also travels to the nurse halfway around the world using techniques of patient care delivery developed at the MUHC, to the physician being accorded an international award for scientific excellence that has helped change the face of medicine for the better—for the world. And it is propelling us forward to new and modern healthcare facilities, which will house the technology and expertise of tomorrow. This is who we are and this is who we strive to be every day. Innovation means better patient care. Better patient care means we are doing our job.

Please visit www.muhc.ca/ar2009
for our complete online 2009-2010 annual report.



The Honourable Arthur T. Porter, P.C. MD
Director General and Chief Executive Officer

Message from the Director General and CEO

It is tremendously gratifying to serve as the Director General and Chief Executive Officer of an organization where stimulating innovation and discovery, attracting and retaining the best people and creating value from our knowledge and practice represent three strategic orientations by which we improve people's health and well-being.

In 2009-2010, the McGill University Health Centre (MUHC) worked hard to assure that patients and their families benefited from the very best possible care by making available new patient-education materials, deploying leading-edge technologies and equipment, pursuing fundamental and clinical research, shifting our care model toward integrated, inter-professional teamwork, fostering even closer relationships with network partners, and applying solid governance practices. We also advanced the New MUHC at the Glen, Mountain and Lachine campuses, modernizing healthcare units and celebrating the official groundbreaking of the Glen Campus on April 1, 2010—the cusp of the next fiscal year.

Looking forward, our healthcare environment will remain as challenging if not even more so. After all, balancing the daily need to continuously improve the quality, safety and accessibility of healthcare services with the need to plan and execute the myriad facets of Canada's largest hospital redevelopment project—including the world's largest public-private partnership—is an extremely complex undertaking. I am proud to say that we believe we are up to these challenges. We have a wonderful team at the MUHC; people who are using their inquiring minds, creativity and leadership skills to care for our patients whilst spearheading the innovations that are transforming health care.

It is my privilege, as always, to congratulate our team for their accomplishments and steadfast dedication. Please enjoy this 2009-2010 Annual Report of the McGill University Health Centre.



The Honourable W. David Angus, Q.C. Ad E.
Chairman, MUHC Board of Directors

Message from the Chairman of the Board of Directors

For nearly two centuries, Montrealers and Quebecers at large have benefited from the exceptional care of healthcare professionals and staff within the hospitals that have become the McGill University Health Centre. Our teams are buoyed by a sense of duty—one which recognizes that meeting healthcare needs demands an unparalleled esprit de corps, consistently outstanding performance and top-notch facilities. They also understand that, regardless of individual positions, resting on laurels is not an option.

Accordingly, the MUHC endeavours, year after year, to deliver an appreciable return on investment for its patients and their families who entrust them with their care, the government bodies that assure its operating budget and invest in its infrastructure, the granting agencies that provide essential support for world-class research, and the generous members of society who endow programmes, fund leading-edge technologies and allow the organization to fulfill its patient care, research, teaching and technology assessment mission.

In my capacity as Chairman of the MUHC Board of Directors, I relish celebrating each discovery, novel practice, new recruit and historic milestone, including the unforgettable groundbreaking last spring on the Glen Campus. I am also grateful for opportunities, such as this one, where I may recognize and thank our healthcare professionals, staff and leadership for their tireless efforts. It is an honour to work with you and to make a difference by sharing my experience and insights.

In this Annual Report, it is impractical to review comprehensively all aspects of the organization. There is no doubt in my mind, however, that the MUHC's excellence as well as the high quality and commitment of its people are reflected amply through the examples provided. Furthermore, these highlights underscore why our institutions have stood the test of time and are shaping *The Best Care for Life*.

Awards and Honours



Dr. Judith Ritchie wins 2010 Excellence through Evidence Award

Dr. Judith Ritchie, Associate Director for Nursing Research, was the recipient of the 2010 *Excellence through Evidence* award for implementing evidence-based innovations in health care. Dr. Ritchie has developed evidence-based guidelines to improve the quality of patient care by reducing falls, managing pain and maintaining skin integrity.



Dr. Balfour M. Mount inducted into the Academy of Great Montrealers

Dr. Balfour M. Mount, Founding Director of the Royal Victoria Hospital Palliative Care Services, was inducted into the Academy of Great Montrealers for his outstanding contribution to palliative care. Dr. Balfour has worked tirelessly to improve end-of-life treatment and is a recognized international leader in this field of medicine.



Dr. Brenda Milner awarded three awards for scientific excellence

Dr. Brenda Milner, an active researcher at the Montreal Neurological Hospital and Institute, received the prestigious *Goldman-Rakic Prize for Outstanding Achievement in Cognitive Neuroscience* for progress made through her dedication to research. The founder of cognitive neuroscience – a field that brings together brain and behaviour and helps to elucidate certain aspects of mental illness – Dr. Milner also received the prestigious *Balzan Prize*, which includes a cash award of \$1 million. In addition, the Quebec government appointed Dr. Milner a Grand Officer of the Order of Quebec in recognition of her scientific excellence.



Dr. Phil Gold inducted into Canadian Medical Hall of Fame

Dr. Phil Gold, Executive Director, Clinical Research Centre, McGill University Health Centre, was inducted into The Canadian Medical Hall of Fame. Known for his co-discovery of a human tumour marker that transformed the diagnosis and management of cancer, he has made enormous contributions to medicine.



Dr. Sam Daniel receives Top 40 Under 40 Award

Dr. Sam Daniel, Director, Otolaryngology Head and Neck Surgery at The Montreal Children's Hospital, was a recipient of Canada's *Top 40 Under 40™*. Canada's Top 40 Under 40™ is a prestigious national award program, which honours 40 Canadians in the private, public and not-for-profit sectors under the age of 40. Dr. Daniel founded the McGill Auditory Sciences Laboratory that he currently directs.



Dr. Sasha Bernatsky receives Canadian Rheumatology Association Young Investigator Award

MUHC rheumatologist and researcher Dr. Sasha Bernatsky was the recipient of the Canadian Rheumatology Association Young Investigator Award, which honours the nation's top junior investigator in rheumatology. The prestigious award was made in recognition of Dr. Bernatsky's research into outcomes in rheumatic diseases including morbidity, mortality and the economic effects of conditions, such as rheumatoid arthritis, juvenile idiopathic arthritis, systemic lupus erythematosus and fibromyalgia.

The awards and honours listed here represent just a small sampling of those received throughout the year 2009-2010.

In the News

April 14, 2009

Treat HIV earlier to decrease the risk of death

A study involving the team of Dr. Marina Klein of the Research Institute of the MUHC shows the risk of death in HIV patients decreases dramatically if they start treatment earlier than officially recommended. The study, published in *The New England Journal of Medicine*, is the first of its scope to measure the risk of death based on the progress of infection at the start of treatment.

June 4, 2009

Investigation sheds light on link between smoking and COPD

A study co-authored by MUHC Clinician and Researcher Dr. Manuel Cosio suggests autoimmune factors and genetic predisposition explain why some smokers develop chronic obstructive pulmonary disease (COPD) while others do not. The study, published in *The New England Journal of Medicine*, sheds further light on the immunological processes involved in the development of COPD – a disease described by the World Health Organization as the fourth leading cause of premature death worldwide.

May 1, 2009

Discovery of mechanism for cancer spread picked as discovery of the year

A discovery by MUHC researcher Dr. Janusz Rak and his team was selected by readers of *Québec Science* as Discovery of the Year 2008. Dr. Rak and his team identified a fundamental mechanism by which tumour cells spread.

July 9, 2009

Towards an explanation for Crohn's disease?

A study led by Dr. Marcel Behr of the Research Institute of the MUHC has provided new insights into how a mutation in the NOD2 gene may contribute to Crohn's disease in some people. This research, published in the *Journal of Experimental Medicine*, may pave the way for new therapeutic approaches to Crohn's disease.

August 19, 2009

Physicians at the Neuro first in North America to offer new stent

An advanced new technology is now available to patients with large, broad neck intracranial aneurysms – a potentially deadly weakening of an artery in the brain. Physicians at the Montreal Neurological Institute and Hospital were the first in North America to implant a specialized intracranial stent known as Silk, which re-directs the blood flow away from the aneurysm into a normal artery.

September 17, 2009

McGill's new Integrated Program in Neuroscience brings students, professionals together

The Integrated Program in Neuroscience (IPN), McGill's new inter-departmental, interdisciplinary neuroscience program for graduate students, will bring together students and professionals to encourage synergy among individuals focused on neuroscience.

October 30, 2009

The Montreal Chest Institute celebrates 100 years of excellence

The Montreal Chest Institute celebrated the 100th anniversary of its opening by King Edward VII. In honour of the occasion, Queen Elizabeth II sent a letter to congratulate the Institute on its accomplishments in respiratory medicine over the last century.

November 2, 2009

Smokers with common autoimmune disorders at higher risk for skin damage

A team led by MUHC researcher and clinician Dr. Christian A. Pineau found smoking is linked to skin damage in people with systemic lupus erythematosus (SLE), an autoimmune disorder affecting one in every 2,000 people. The study, published in *The Journal Of Rheumatology*, noted that symptoms of SLE can be treated, but cigarettes interfere with the effectiveness of the treatment.

December 1, 2009

Celebrating 75 years of excellence

The Montreal Neurological Institute and Hospital – the Neuro – marked its 75th anniversary. The Neuro, an internationally-acclaimed research centre, offers specialized hospital services for patients with brain-related disorders.

January 7, 2010

Lung Cancer Navigation Program coaches patients through complicated cancer therapy

Lung cancer has the highest mortality rate of all cancers, and treatment is complex, often involving radiation, chemotherapy and surgery. To support lung cancer patients, the MUHC created a Lung Cancer Navigation Program (LCNP), which provides each patient with the services of a “nurse pivot,” who “coaches” the individual through treatment.

February 10, 2010

McGill discovery offers hope in diabetes

A team led by Dr. Constantin Polychronakos, Director of Pediatric Endocrinology at the MUHC, shows mutations in the RFX6 gene cause a rare form of neonatal diabetes involving the complete absence of islets of Langerhans. The research, published in *Nature*, brings researchers one step closer to a cure for diabetes.

March 4, 2010

Low level of Vitamin D, linked to muscle fat, decreased strength in young people

A groundbreaking study by Dr. Richard Kremer published in the *Journal of Clinical Endocrinology and Metabolism* found that a high proportion of young people had too little Vitamin D in their blood. Vitamin D deficiencies are linked to increased body fat, decreased muscle strength and other disorders.

MUHC steps into the future as construction starts at the Glen Campus

It was a momentous occasion and a milestone for the McGill University Health Centre. Before an audience of dignitaries, as well as MUHC officials, staff, partners, patients and friends, construction of the Glen Campus officially got underway. The event crowned more than a decade of hard work by thousands of dedicated individuals within the MUHC and its community.

The Glen Campus will transform health care for generations to come. It will be the new home of The Montreal Children's Hospital, the Royal Victoria Hospital, the Montreal Chest Institute and a Cancer Centre. Also on the Campus will be the Research Institute of the MUHC, an internationally recognized centre for medical research.

The McGill Health Infrastructure Group, led by SNC-Lavalin and Innisfree Ltd., will be responsible for the construction and maintenance of the leading-edge facilities at the Glen Campus as part of one of the world's largest public-private partnerships.

Facilities at the Mountain and Lachine campuses complete the redevelopment. All three campuses will function as centres of excellence, and will offer single-patient rooms as well as state-of-the-art imaging and operating suites.

GLEN CAMPUS

Design concept: April 1, 2010



CONSTRUCTION SCHEDULE



Les meilleurs soins pour la vie
The Best Care for Life



Centre universitaire de santé McGill
McGill University Health Centre

The redevelopment project of the MUHC is made possible in part by the \$300 million being raised from the community by *The Best Care for Life* Campaign.

Stats at a Glance



38,294 | 105
Admissions per year | Admissions per day



170,935
Emergency Department visits per year



31,638
Surgeries (patients) per year



695,830
Ambulatory visits per year
(Clinics only)



3,857
Deliveries per year



4,116,780
Kilograms of laundry washed per year

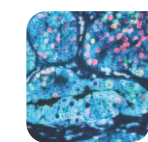


2,457,145
Meals served per year

Diagnostic and Therapeutic Tests and Procedures



11,338,881
Clinical Laboratory tests



488,060
Medical Imaging tests



116,358
Electrocardiogram (ECG) tests



9,548
Electroencephalogram (EEG)
and Electromyography (EMG) tests



34,275
Nuclear Medicine tests
and procedures



3,374
Positron Emission Tomography
(PET) exams



7,300
Cardiac Catheterization Lab and
Interventional Electrophysiology tests
and procedures



2,746
Radiation Oncology procedures

Financial Report

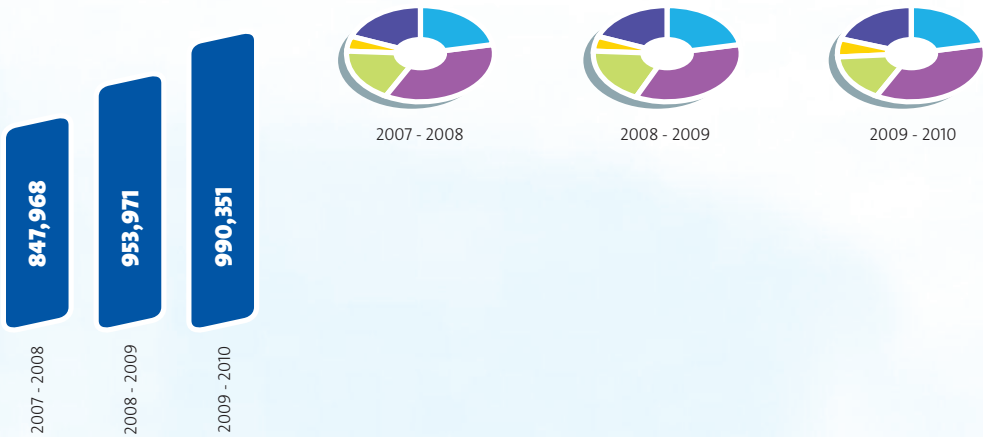
The MUHC financial year ended March 31, 2010 and resulted in an operating deficit of \$12.3M on a total revenue of \$978M. This deficit represents less than 1.3 per cent of revenue. The MUHC deficit was within the targeted deficit of \$12.3M, approved by the *Agence de la santé et de services sociaux de Montréal*. On the following pages is the MUHC financial and operational data summary.

René Carignan
Associate Executive Director Finance,
Administrative and Clinical Support

Expenses

(Thousands \$)
McGill University Health Centre

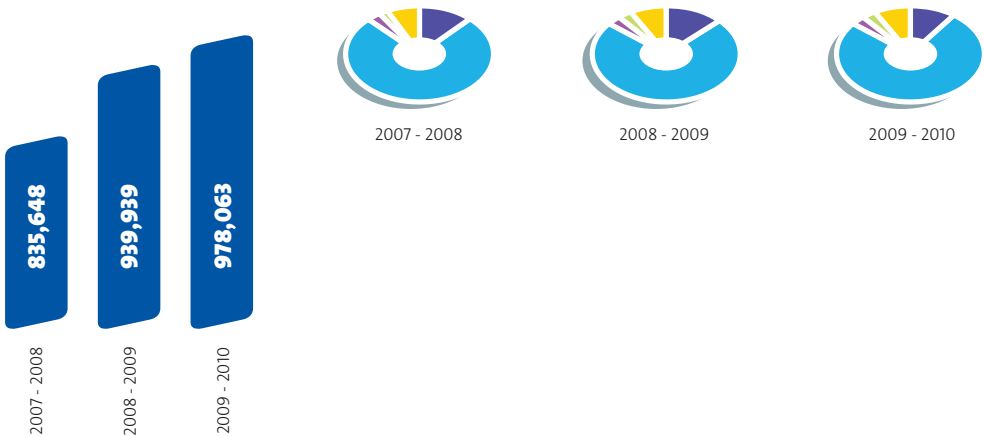
| | 2007-2008 | 2008-2009 | 2009-2010 |
|-----------------------------------|----------------|----------------|----------------|
| Nursing care | 186,622 | 209,961 | 221,994 |
| Diagnostic & therapeutic services | 309,334 | 331,960 | 357,905 |
| Technical & support services | 148,892 | 181,141 | 161,986 |
| Administration | 43,049 | 49,175 | 54,001 |
| Other | 160,071 | 181,734 | 194,465 |
| Total | 847,968 | 953,971 | 990,351 |



Revenue

(Thousands \$)
McGill University Health Centre

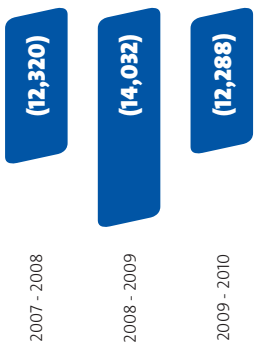
| | 2007-2008 | 2008-2009 | 2009-2010 |
|---|----------------|----------------|----------------|
| Health & Social Services Agency of Montreal | 632,757 | 690,772 | 739,073 |
| Sales of services & recoveries | 26,057 | 28,809 | 33,897 |
| Patients | 21,012 | 23,544 | 24,261 |
| Research | 57,493 | 72,922 | 78,851 |
| Other | 98,329 | 123,892 | 101,981 |
| Total | 835,648 | 939,939 | 978,063 |



Surplus (Deficit)

(Thousands \$)
McGill University Health Centre

| | 2007-2008 | 2008-2009 | 2009-2010 |
|--------------------------|-----------------|-----------------|-----------------|
| Revenue | 835,648 | 939,939 | 978,063 |
| Expenses | 847,968 | 953,971 | 990,351 |
| Surplus (Deficit) | (12,320) | (14,032) | (12,288) |



Summary of Significant Statistical Data

March 31, 2010

Statistical Data

| Inpatients | 2005-2006 | 2006-2007 | 2007-2008 | 2008-2009 | 2009-2010 |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|
| Bed Set-up | | | | | |
| Acute Care - Adults | 877 | 877 | 865 | 945 | 928 |
| Acute Care - Children | 152 | 152 | 152 | 134 | 134 |
| Newborns - General Care | 26 | 26 | 26 | 26 | 26 |
| Newborns - Intensive Care | 55 | 55 | 55 | 55 | 55 |
| Chronic Care - Adults | 117 | 117 | 117 | 256 | 256 |
| Total | 1,227 | 1,227 | 1,215 | 1,416 | 1,399 |
| Admissions | | | | | |
| Acute Care - Adults | 27,305 | 26,489 | 25,342 | 27,355 | 27,822 |
| Acute Care - Children | 6,654 | 6,460 | 6,418 | 6,346 | 5,705 |
| Newborns - General Care | 3,518 | 3,589 | 3,485 | 3,309 | 3,499 |
| Newborns - Intensive Care | 741 | 757 | 710 | 699 | 778 |
| Chronic Care - Adults | 424 | 442 | 410 | 527 | 490 |
| Total | 38,642 | 37,737 | 36,365 | 38,236 | 38,294 |
| Patient Days | | | | | |
| Acute Care - Adults | 253,435 | 255,990 | 252,291 | 265,945 | 263,610 |
| Acute Care - Children | 32,800 | 32,398 | 31,747 | 30,413 | 30,624 |
| Newborns - General Care | 8,359 | 8,700 | 8,170 | 7,657 | 7,907 |
| Newborns - Intensive Care | 13,723 | 14,214 | 14,001 | 13,855 | 14,257 |
| Chronic Care - Adults | 48,616 | 48,789 | 49,176 | 113,037 | 102,497 |
| Total | 356,933 | 360,091 | 355,385 | 430,907 | 418,895 |
| Average Length of Stay | | | | | |
| Acute Care - Adults | 9.28 | 9.66 | 9.96 | 9.72 | 9.47 |
| Acute Care - Children | 4.93 | 5.02 | 4.95 | 4.79 | 5.37 |
| Newborns - General Care | 2.38 | 2.42 | 2.34 | 2.31 | 2.26 |
| Newborns - Intensive Care | 18.52 | 18.78 | 19.72 | 19.82 | 18.33 |
| Chronic Care - Adults | 114.66 | 110.38 | 119.94 | 214.49 | 209.18 |
| Weighed Total | 9.24 | 9.54 | 9.77 | 11.27 | 10.94 |
| Average Occupancy | | | | | |
| Acute Care - Adults | 79.17% | 79.97% | 79.91% | 77.10% | 77.83% |
| Acute Care - Children | 59.12% | 58.40% | 57.22% | 62.18% | 62.61% |
| Newborns - General Care | 88.08% | 91.68% | 86.09% | 80.68% | 83.32% |
| Newborns - Intensive Care | 68.36% | 70.80% | 69.74% | 69.02% | 71.02% |
| Chronic Care - Adults (note 1) | 113.84% | 114.25% | 115.15% | 120.97% | 109.69% |
| Weighed Total | 79.70% | 80.40% | 80.14% | 83.37% | 82.03% |

Note 1: Due to the fact that the bed utilization exceeds the number of chronic beds reported in the official AS-478 report, the occupancy rate of the chronic care adults exceeds 100%.

Statistical Data

| Alternative Care to Hospitalization | 2005-2006 | 2006-2007 | 2007-2008 | 2008-2009 | 2009-2010 |
|--|-----------|-----------|-----------|-----------|-----------|
| Ambulatory Services (visits) | | | | | |
| Emergency | 138,484 | 142,348 | 141,353 | 171,944 | 170,935 |
| Outpatient Clinics | 634,953 | 630,262 | 613,192 | 668,161 | 671,075 |
| Family Planning | 20,341 | 24,248 | 26,878 | 27,066 | 24,755 |
| Total | 793,778 | 796,858 | 781,423 | 867,171 | 866,765 |
| Day Care Medicine (treatment day) | | | | | |
| Physical Disease | 86,652 | 85,112 | 84,069 | 88,863 | 91,494 |
| Parenteral Nutrition | 6,835 | 6,158 | 7,281 | 7,046 | 7,291 |
| Oncology and Haematology | 21,732 | 22,545 | 22,853 | 22,526 | 23,949 |
| Total | 115,219 | 113,815 | 114,203 | 118,435 | 122,734 |
| Day Hospital (attendance) | | | | | |
| Geriatrics | 3,811 | 3,605 | 3,615 | 6,780 | 6,103 |
| Psychiatry | 11,272 | 8,394 | 8,082 | 8,529 | 7,983 |
| Total | 15,083 | 11,999 | 11,697 | 15,309 | 14,086 |
| Nursing Day Care | | | | | |
| Day Surgery (patient) | 16,703 | 14,607 | 14,533 | 20,061 | 18,887 |
| Endoscopy and Cystoscopy (treatment) | 23,005 | 23,322 | 22,045 | 27,750 | 28,782 |
| Total | 39,708 | 37,929 | 36,578 | 47,811 | 47,669 |
| Others (treatment) | | | | | |
| Hemodialysis | 46,082 | 44,878 | 44,513 | 45,338 | 43,355 |
| Peritoneal Dialysis | 17,670 | 17,658 | 18,885 | 17,716 | 16,407 |
| Interventional Radiology | 12,333 | 14,047 | 13,845 | 15,762 | 17,410 |
| Cardiac Angiography | 3,791 | 3,578 | 3,425 | 3,463 | 3,604 |
| Lithotripsy | 876 | 894 | 902 | 978 | 870 |
| Total | 80,752 | 81,055 | 81,570 | 83,257 | 81,646 |



Board of Directors

Designated by the Minister of Health
and Social Services:

The Hon. Senator W. David Angus (Chairman)

Ex-Officio:

The Hon. Dr. Arthur T. Porter, CEO (Secretary)

Designated by the Corporations:

Claudio F. Bussandri (Vice Chairman)

Calin Rovinescu

Elected by the population:

Pierrette Khan Yong Wong (Treasurer)

John A. Coleman

Designated by the Central Patients Committee:

Maria Mastracchio-Lafontaine

Designated by the Council of Physicians, Dentists
and Pharmacists:

Dr. Alan Barkun

Designated by the Council of Nurses:

Patricia O'Connor

Designated by the Multidisciplinary Council:

Michelle Milos

Elected by the Council of Non-clinical Personnel:

Demetra Kafantaris

Designated by the Foundations:

Eric Maldoff

Claude E. Forget

Designated by McGill University:

Dr. Richard Levin

Dr. Wendy Thomson

Robert Rabinovitch

Elected by the Residents:

Dr. Hady Saheb

Designated by the Agence de la santé
et des services sociaux de Montréal:

Marc Courtois

Coopted:

I. Barry Scott

Raymond Royer

Maggie Emudluk

Please visit **www.muhc.ca/ar2009**
for our complete online 2009-2010 annual report.

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