

Moving to the Glen site: the NICU team starts preparing

Moving to the new McGill University Health Centre's (MUHC) Glen site means a lot more than just moving boxes and setting up camp in a new building. It means planning for both a physical move and a shift in practices.

The newly-merged Neonatal Intensive Care Units (NICU) at the Royal Victoria Hospital (RVH) and Montreal Children's Hospital (MCH) are gearing up for a major shift; not only are they learning to work together as one, they're figuring out how they'll work in a completely different unit. "We have open spaces now, where nurses can see and talk to each other. At the Glen site, the layout is really patient-focused—we have 52 single patient rooms, so our interdisciplinary team will have to figure out new ways to communicate and work together," explains Andréane Pharand, MUHC nursing coordinator for the Neonatology Program.

The NICU group is taking advantage of the upcoming move to make things better for themselves and their young patients. "There's a lot of work to do. I tell my colleagues that the move is an opportunity to really look at what we're doing right, scale it up and identify what it is we want to improve upon," says Pharand.



Andréane Pharand, Mario Bonenfant, Dr. Therese Perreault and Lynn Lauzon review the plans of their new unit.

"For the next year and a half, planning for the move is a priority. We're getting together around the floor plans with our sharpies and mapping out work flows and staffing needs as well as discussing new best practices. The plans will be posted throughout

the units for all of our staff and families to see," says Pharand. "Keeping people informed and updated is my priority. The more we talk about the new Glen site NICU, the more real it gets."



NICU team at work

IN THIS EDITION

- Get an update on the Move Plan to the Glen site
- Learn about upcoming investments at the MGH
- Read about the progress on the MRI suite at Lachine

Progress at the new Research Institute

Driving past the Glen site, it's easy to see how advanced our new hospital is. Among the most advanced buildings is the Research Institute of the MUHC (RI-MUHC)—it's easily identified by its nearly completed silver and white exterior and MUHC logos perched on its roof.

Also progressing quickly is the inter-

ior of the RI with lab furniture and major equipment already being installed. "This is an exciting time for the RI," says François Schubert general manager and CAO. "We're gearing up for the move—we've put together a specialized transition team to plan the transfer of people and activities to the Glen site and we'll soon be contacting our re-

searchers to get their input and give them an update on the preparations."

Funding for this major endeavour is being provided by the Canada Foundation for Innovation (CFI) in collaboration with the Quebec government and our Foundations. Last month, a representative from CFI visited the site and expressed great satisfaction with the progress being made.

In 2014, *Groupe immobilier santé McGill (GISM)*, our private building partner, will complete construction and the commissioning process will turn the building into a functioning institute. "This is an important project," says Schubert, "and seeing it come to fruition is extremely gratifying for everyone at the RI-MUHC. We're really looking forward to moving in and getting to work in our new home."



Centre for Translational Biology labs under construction at the Glen site

Shriners Hospitals for Children-Canada construction underway!

On May 15th, 2013, officials from Shriners Hospitals for Children® were joined by Shriners from across Canada and the northeastern US, as well as by family members and patients whose lives have been transformed by the Montreal hospital's innovative treatments. They gathered on the Glen site, future home of the new hospital, to provide a construction update and to launch its first-ever Capital Campaign in Canada. The goal of the *Exceptional Care for Exceptional Kids* campaign is to raise \$130 million which includes the \$3 million for the Francis Glorieux Chair in Pediatric Musculoskeletal Research, and \$127 million for construction and equipment costs.

According to Jerry Gantt, member of the Boards of Directors for Shriners International and Shriners Hospitals for Children and liaison for the Montreal hospital construction project, construction of the new, 207,000-square-foot Shriners Hospitals for Children Canada began this past April. Excavation is underway and installation of the first crane took place during the last week of May. In early June, the foun-

dation work and installation of the second crane will take place. As early as September, the building will be above ground level and December will mark the completion of the building's structure. Throughout 2014, the exterior envelope, inside finishing and

electro-mechanical work will be completed. In January 2015, installation of equipment and furniture will begin and the commission period will start the following May. The hospital's official opening will take place in the fall of 2015, as planned.



Rendering of future Shriners Hospitals for Children®

Taking shape: Glen site construction update

This is an exciting moment in the building of the Glen site as teams slowly begin to work on the finishes that will give the Glen its distinctive look. Construction is 65% complete, and crews are spread across the hospital making sure that each area is advancing. Here's what's underway:

• ON THE OUTSIDE :

- Installation of the coloured aluminum panels. Once finished, a total of 28,000 panels will cover the complex.
- In Fall, landscaping teams will begin planting trees, paving bike/walking paths and installing lamp posts and other outdoor furniture.

• INSIDE, TEAMS ARE WORKING ON:

- Mechanical, electrical, plumbing, drywall finishing and masonry.
- Painting has begun, and has even been completed in several spaces.
- Flooring installers are making great strides in areas like the Emergency Departments.
- In the operating rooms, laminar ceilings have been installed and are already equipped to receive articulating arms.

- Commissioning for certain electro-mechanical systems will start at the end of June and will continue till fall 2014.



Pneumatic tube system



Cafeteria under construction at the Glen site



Glen site, May 2013



Phase One expansion complete for Lachine MRI Suite

The Lachine Hospital is happy to announce that it has completed Phase One of the expansion of its MRI suite. According to Paula Abi Nakhlé, project coordinator, this expansion is significant because it will allow for a greater accommodation for patients.

Abi Nakhlé explains that, “the addition of the new bariatric 1.5 Tesla MRI machine will improve the available services that the Lachine Hospital currently offers, particularly for obese and claustrophobic patients. The suite will also include a patient preparation room, a waiting area for visitors, as well as a reading space for patients and family.”

The next step of the project will involve rewiring the room in preparation for the new MRI machine, and a tender will be issued once the Agence de la santé et des services sociaux de Montréal (ASSS) approves the funds. Following current timetables, the project is scheduled to be completed in spring 2014.



Accreditation Canada visit September 16 – 20, 2013

Required Organizational Practices (ROPs)



MEDICATION USE

Goal: Ensure the safe use of high-risk medications

Examples of how we are achieving this goal:

1. Ensuring that there are no concentrated electrolytes stored in patient care areas.
2. Ensuring that there are no high concentration formats of narcotics stored in patient care areas.
3. Standardizing and limiting medication concentrations across the organization.
Documenting evidence of ongoing, effective training on infusion pumps.

WORKLIFE / WORKFORCE

Goal: Create a work life and physical environment that supports the safe delivery of care

Examples of how we are achieving this goal:

1. Providing regular patient safety training (e.g. Code Red, Code White, safe medication use, falls prevention).
2. Appointment of a new MUHC Commissioner for the development of a respectful and non-violent workplace.
3. Improving our preventative maintenance program for equipment.

WE ARE RELYING ON YOU FOR PATIENT SAFETY

These are two of the six themes covered by the 37 Required Organizational Practices.
For more information please visit the Qmentum banner on the MUHC Intranet site.

\$20 million to be invested at the Montreal General Hospital

As part of its conservation and general maintenance plan, the MUHC will invest \$10 million per year over the next two years at the Montreal General Hospital, a vital medical resource for Montreal's downtown core.

Patients and employees will benefit from significant improvements in services including upgrades to:

Security systems: replacement and upgrade of the controlled access system, modernization of control systems, replacement of various nurse call systems.

Ventilation: modernization of heating systems, installation of new filters, replacement of obsolete ventilation systems, repair/replace insulation.

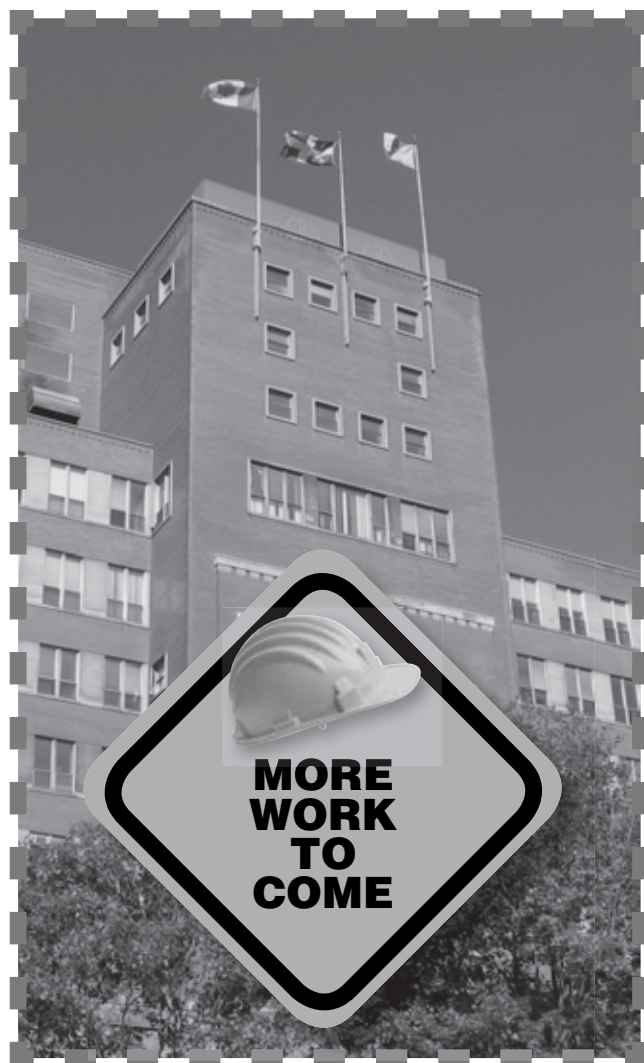
Electricity and elevators: new elevators for users with low-mobility, new electrical outlets and replacement of transformers.

Architecture: roof replacement, repair of sidewalks, steps, walls and ceilings.

Fire protection: replacement of the alarm system in some areas, new pumps and tanks.

Plumbing and gas: replacement of water pumps, all eyewash stations, decontamination showers and water cooling systems in the L wing.

This work is being planned to support the advancement of the MUHC's Redevelopment Project and create a better patient experience. It comes on the heels of a \$100 million investment. Since 2007, we have been improving the delivery of care at the MGH through the renovation of several units including the Cardiac Care Unit, Mental Health Unit and Electrophysiology Laboratory. All work will be conducted in compliance with our commitment to the conservation of the mountain (views, protection and preservation of Benedictine woods and improved urban integration).



A commitment to our heritage: the history of the Montreal Chest Institute

On Monday, 4 October 1909, King Edward VII, unable to make a voyage across the ocean, nevertheless participated in the opening ceremony of one of Montreal's foremost health centres. From Buckingham Palace, His Majesty pressed a button that was wired to a transatlantic signalling station. A few moments later, that signal reached a building in Montreal, which flung open its doors, turned on its lights and hoisted its flag. This marked the opening ceremony of the Royal Edward Institute (REI), Montreal's sanatorium for the treatment of tuberculosis.

While tuberculosis today is treated with a series of antibiotics, care for the disease between the 18th and 19th centuries was treated using the Fresh Air Therapeutic regimen. This prescription dictated that infected patients ought to be housed in Sanatoria: medical resorts built in remote, temperate locations overlooking beautiful



Royal Edward Institute

landscapes with plenty of fresh air, each of which was considered essential in treating the disease.

By 1909, physicians in Montreal had concluded that tuberculosis was caused by a bacterium and treatments changed to reflect this new reality. Thus, rather than

being built in a remote location, the REI was established in a three-story renovated house located downtown, and was a strictly outpatient facility. However, not all architectural ideas of tuberculosis treatment from the past two centuries were abandoned. For example, the REI believed that fresh air was important for treatment of the disease, and so it established an open-air school on the building's veranda, in which infected children could study while breathing in cool winter air.

The Royal Edward Institute would undergo several renovations and expansions in the decades that followed, and by 1933 it was moved to its current location on St. Urbain Street. Today, known as the Montreal Chest Institute, it continues its tradition of being one of North America's foremost teaching hospitals for respiratory medicine.

Moving to the Glen site : MUHC teams shift gears as they plan for 2015 move

Since its inception, the Glen site has been a monumental undertaking. Designing and building a 2.4 million-square-foot health centre is complex and requires the collaboration of many people from different fields to make it work. Today, construction of the Glen site is 65% advanced and the clinical design is complete. Teams at the MUHC are shifting gears and beginning to plan for the move in spring 2015.

"It's time to start preparing for the move," says Michèle Lortie, newly-appointed Glen Activation project director, "2015 will arrive faster than expected and we have to be ready." To get ready, all teams are filling out a template to give us an idea of the characteristics of each department and unit that is moving, which is very valuable information for our move experts," explains Lortie.

In addition to the templates, area leaders have been named for each part of the move. "We're not going to move everyone at the same time," says Lortie. "It will be phased. For instance, the Research Institute will move before the Royal Victoria Hospital. Each component of the Glen is different and thus will be handled differently, but we've identified leaders who will liaise with users and ensure that all the information needed is received on time."

It's also important to highlight the fact that the physical relocation of MUHC activities is only one part of the transfer. There's also a review of practices that is underway and being led by the Transition Support Office (TSO), all with the aim of properly preparing our teams for the upcoming transfer of services.

The move to the Glen site is likely the largest anyone at the MUHC has ever experienced, but according to Michèle Lortie, "if we work together, everything will get done."

Clean up the clutter

Are there stacks of paper scattered around your office waiting to be sorted and filed? It's time to take advantage of the spring cleaning bug and get rid of the clutter.

Refresh your memory on our Document Retention Schedule to find out what you should keep and what you can shred, scan or recycle—you may not need that extra filing cabinet after all.

For more information on our document policies, visit:
http://www.emuhc.muhc.mcgill.ca/?q=document_services/document_management

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