nursing newsletter



A WORD FROM THE DIRECTOR

Dear colleagues,

Reading this edition of the newsletter, we cannot help but be impressed by the clinical leadership that drives our nursing community at the MUHC.

This leadership sets us apart. It allows us to advance practice, innovate and, above all, bring about meaningful change in patient care. This month's edition offers many examples: developing leadership among our licensed practical nurses, supporting the next generation and building skills, bringing our nurse practitioners together to reflect on the future of their practice, and the leadership demonstrated by our teams in research and innovation.

All these achievements are a source of pride and reflect the opportunities offered by an academic health centre like the MUHC, where nurses play an essential role in advancing care.

We do more than simply work and grow within this environment: we actively help shape it and build the strong nursing culture that sets us apart. We must not only preserve this culture, but also create the conditions for it to continue to grow, inspire and shape the future of care.

Thank you to everyone who contributes to the MUHC and to our nursing community. Thank you for your leadership and, above all, for the impact it has on our teams and our patients.

Enjoy the newsletter!

Alain

CN

Conference: Expanding Diagnostic Horizons

» Tuesday, November 10, 12:00 to 1:00 p.m.

This November, the MUHC is proud to celebrate **Nurse Practitioner Week** by recognizing the expertise, leadership, and invaluable contributions of NPs to patient care. Throughout the week, NPs will share their knowledge, experiences, and clinical expertise with their colleagues.



Darryl Nwankwo

Mental Health Specialized Nurse Practitioner, Co-founder & clinical lead of Consultation-Liaison Psychiatry Bridge Program (CLPBP)

Tuesday, November 10
1 p.m.

RVH C05.1172
or on Teams

Join us!

Darryl Nwankwo, Mental Health Nurse Practitioner, will present the conference ***Expanding Diagnostic Horizons: Emerging Areas of Practice in Mental Health and Clinical Cases in Acute Psychiatry***.

Drawing on a clinical case, he will share insights into his role and the lessons learned through his experience caring for patients.

As nurse practitioners continue to expand their knowledge and competencies in **mental health**, this session provides a unique opportunity to learn from one another and encourage discussion among the different NP specialties.

Centre universitaire de santé McGill — McGill University Health Centre

Thank you to our exceptional vaccination team!

A MEANINGFUL RETURN TO THE MUHC COMMUNITY

Each year, the MUHC vaccination campaign is made possible thanks to the dedication of an exceptional group of **retired nurses** who choose to return and support our teams. This year, **12 nurses and one administrative agent** have joined us to help deliver the campaign across our four main hospital sites: The Neuro, Lachine Hospital, the Montreal General Hospital, and the Glen site.

Their return will enable us to offer more than **5,200 vaccination appointments** to staff members this year. Beyond these numbers, their presence is a powerful reminder of the solidarity, generosity, and commitment that define the nursing profession.

THE 2026 VACCINATION CAMPAIGN IS UNDERWAY

From **October 26 to November 26**, employees can receive the COVID-19 vaccine, the influenza vaccine, or both, according to their preference and current public health recommendations.

Vaccination remains one of the most effective ways to reduce serious illness, prevent hospitalizations, and help preserve the capacity of our healthcare system. Just a few minutes can make a meaningful difference. A simple act of protection, care, and solidarity.

BOOK YOUR APPOINTMENT

As in previous years, appointments are available through **Clic Santé**. We encourage all staff members to book their appointment today.

Upcoming vaccination dates:

The Neuro	Montreal General Hospital	Lachine Hospital	Glen site (adult and pediatric)
Room 468	**C6.145**	**2B17**	**Atrium of The Institute**
November 11 & 12	November 10, 12, 17, 19, 24 & 26	November 9	November 9, 11, 13, 16, 18, 19, 23, 25 & 26

For more information, visit the intranet.

TO EACH OF YOU, OUR HEARTFELT THANKS

- Donna Patterson (nurse in charge)
- Debbie Meldrum
- Andreane Pharand
- Maria Fernandez
- Diane Lalonde
- Susan Anderson
- Marie-Andrée Latremouille
- Angela Burns
- Lynn McCauley (administrative agent)
- Francine Demers
- Carole Filteau
- Esther Cogliandro
- Dee Cencic



Stay tuned! This article will soon be published on the MUHC's social media. Please comment and share!

Adult

Falls Prevention Success on C7N and D7 at the RVH

Amazing things happen when teams work toward a common goal. The staff on **C7N Vascular Surgery** and **D7 Cardiac & Plastic Surgery** have made remarkable progress in reducing falls!



To strengthen falls prevention efforts, new initiatives were introduced, including highly visible **"High Risk of Falls" door signs**, **falls tracking calendars**, **post-fall chart reviews**, and **weekly team debriefs** focused on sharing lessons learned and identifying opportunities for improvement.

The results speak for themselves. Comparing the same six-month period in 2025 and 2026, **C7N reduced its fall rate by 55% and D7 by 31%**!

These impressive improvements reflect the dedication, vigilance, and commitment of our nursing teams and interdisciplinary partners to keeping patients safe.

Unit	Beds	2025 Falls	2025 Fall Rate	2026 Falls	2026 Fall Rate	MUHC Benchmark
D7	36	26	4.96	18	3.44	3.44
C7N	12	16	7.09	8	3.16	2.79

Congratulations to both teams on this outstanding achievement!

By Nicole Drummond, APN, Surgery

Adult + Pediatric

NP-Physician collaboration: A new resource now available

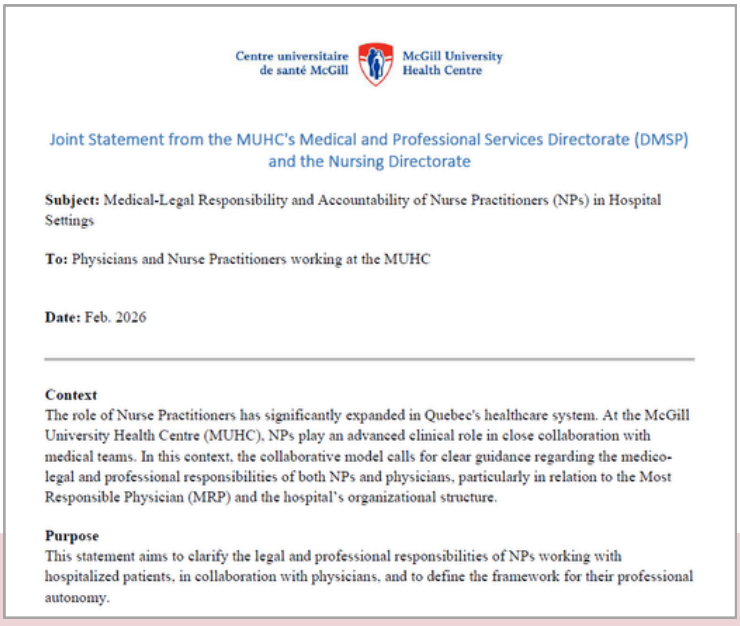
To help address questions from clinical teams, the Nursing Directorate (DSI) and the Medical and Professional Services Directorate (DMSP) have developed a new joint statement clarifying the **roles and responsibilities** of nurse practitioners (NPs) and physicians in collaborative practice.

This practical reference document provides guidance on key aspects of practice, including:

- **Shared responsibility and professional autonomy;**
- **The role of the Most Responsible Provider (MRP);**
- **Complementary roles and collaboration;**
- **Documentation and communication;**
- **Accountability in the event of an adverse event.**

The document also includes a frequently asked questions (FAQ) section to help clarify situations that may arise in clinical practice.

We hope this new resource will help address teams' questions and provide greater clarity on roles and responsibilities related to patient care, interventions and documentation, in both inpatient and outpatient settings.



Centre universitaire de santé McGill — McGill University Health Centre

Joint Statement from the MUHC's Medical and Professional Services Directorate (DMSP) and the Nursing Directorate

Subject: Medical-Legal Responsibility and Accountability of Nurse Practitioners (NPs) in Hospital Settings

To: Physicians and Nurse Practitioners working at the MUHC

Date: Feb. 2026

Context

The role of Nurse Practitioners has significantly expanded in Quebec's healthcare system. At the McGill University Health Centre (MUHC), NPs play an advanced clinical role in close collaboration with medical teams. In this context, the collaborative model calls for clear guidance regarding the medico-legal and professional responsibilities of both NPs and physicians, particularly in relation to the Most Responsible Physician (MRP) and the hospital's organizational structure.

Purpose

This statement aims to clarify the legal and professional responsibilities of NPs working with hospitalized patients, in collaboration with physicians, and to define the framework for their professional autonomy.

Consult the **Joint Statement from the MUHC's Medical and Professional Services Directorate and the Nursing Directorate** on the intranet.

By Margarida Ribeiro da Silva, Nurse Practitioner Manager (Interim)

Adult + Pediatric

Referral Portal: improved navigation and user experience for clinical and administrative teams

An enhanced version of the Referral Portal is now available for clinical and administrative teams. This update features a **modernized interface** and **more intuitive navigation**.

The O-Word consultation request process remains **unchanged**. The way the Referral Portal is used remains **the same**. This update is intended solely to improve the user experience and make the portal easier to use on a day-to-day basis.

Explore the new version of the Referral Portal.

portaildereferencecusm@muhc.mcgill.ca

CLINICAL EDUCATION

Adult

Crescendo Program – Phase 3: Now recruiting mentors and mentees

Registration deadline: November 13

Looking to develop new skills, and support the next generation of nurses? **Phase 3 of the Crescendo Program begins in January 2027**, and applications are now open for both mentors and mentees.

Using a mentorship model, the program supports MUHC employees who are currently enrolled in McGill's **BScN/BNI programs** by pairing them with an MUHC nurse who has recently completed the same program.

MENTORS

WHO CAN APPLY?

MUHC nurses:

- Working on **inpatient units at the adult sites**
- Who have completed a **BScN/BNI program** at McGill within the past three years

BENEFITS:

- Leadership development
- Two paid workshop days
- Compensation for mentoring time
- BLS recertification

MENTEES

WHO CAN APPLY?

MUHC employees (PABs, unit coordinators, housekeepers and others) and :

- Currently enrolled in McGill's **BScN*/BNI** program
- Expecting to graduate in **2027 or later**

BENEFITS:

- Mentorship from an experienced nurse
- Two paid workshop days
- BLS recertification

selena.fitzgerald@muhc.mcgill.ca

NP Horizons: "Advancing Practice. Inspiring Leadership"

Once a year, Nurse Practitioners (NPs) from across all specialties and MUHC sites come together for **NP Horizons**, a day dedicated to professional development, knowledge sharing and networking.

On November 9, **45 participants** gathered for the 2026 edition, featuring **presentations**, **discussions** and **workshops** focused on all aspects of NP practice, each offering valuable opportunities to connect and exchange experiences with colleagues from diverse clinical settings.

This year, the event introduced a new feature: **a panel discussion on the future of NP practice**, bringing together leaders from across the healthcare network and the profession. Participants had the opportunity to hear perspectives from representatives of the **Nursing Directorate**, **Santé Québec**, and the **Ordre des infirmières et infirmiers du Québec (OIIQ)** on the evolving role of the profession and the future of nursing leadership.

Advancing Practice. Inspiring Leadership. More than a theme, this was the guiding vision behind a day of learning, reflection, and collaboration.



Fom left to right: *Kenny Baptista da Silva (MUHC), Elize Cucca (MUHC), Alain Biron (MUHC), Élisa Gélinas-Phaneuf (Santé Québec), Caroline Roy (OIIQ), Émilie Simard (OIIQ),Margarida Ribeiro da Silva (CUSM) and Julie Dicaire (CUSM)*

Stay tuned! This article will soon be published on the MUHC's social media. Please comment and share!

Adult

First in Quebec: NP from the CBHSSJB specializes in nephrology at the MUHC

Since September 28, the MUHC's Division of Nephrology is pleased to welcome **Kamylle Martin**, an Adult Care Nurse Practitioner (ACNP) with the **Cree Board of Health and Social Services of James Bay (CBHSSJB)**, as part of an innovative partnership aimed at expanding access to nephrology care for Cree patients.

With three years of experience in cardiology at the Montreal Heart Institute, Kamylle is currently pursuing advanced training at the MUHC to develop specialized expertise in nephrology. The goal is to **provide specialized care to Cree patients, both in their communities and at the MUHC.**

"Through this collaboration, we will have the opportunity to provide culturally safe care while allowing patients to remain at home. Thank you to the MUHC nephrology team for their warm welcome!" says Kamylle.

Throughout her training, Kamylle is mentored by a team of specialists from the MUHC Renal Program, including Drs. Laura Horowitz, Rita Suri and Emilie Trinh, as well as Tina Ben Yahia, ACNP. *"I am pleased to contribute to this initiative and look forward to what we can accomplish together to make a meaningful difference in the lives of our patients*," says Tina.



Kamylle Martin and Tina Ben Yahia

Far more than a training initiative, this partnership lays the foundation for a **new model of collaboration and knowledge transfer** that will benefit Cree communities. A first in Quebec, and one of which the MUHC is particularly proud.

Stay tuned! This article will soon be published on the MUHC's social media. Please comment and share!

Adult

Growing LPN Leadership at the MUHC

LPN leadership continues to grow at the MUHC! Since April 2026, **six LPN Team Leads** across the adult sites have been embracing new leadership opportunities through a **one-year pilot project**.

As part of this project, the LPN Team Leads recently joined forces with nurse educators to develop the **MUHC LPN Skills Fair** workshop, bringing their experience and ideas together to support LPN learning and professional development.

The MUHC LPN Skills Fairs are scheduled for **December 3, 2026, and March 24, 2027**.

Our LPN team leads are:

- **Vincent Lachapelle** – The Neuro, 3rd floor
- **Derek Rice** – MGH, 10th floor
- **Corrie Wright** – Glen, C9/D9
- **Barnabas Ndimuligo** – Lachine, 4th & 5th floors
- **Julie Leduc** – Lachine CHSLD, 3rd & 4th floors
- **Viorica Pojar** – Lachine CHSLD, 2nd floor



Front row, left to right: *Kiesha Dhaliwal, Andreea Boiangiu, Julie Leduc, Viorica Pojar and Emilie Genty*

Back row: *Barnabas Ndimuligo, Corrie Wright, Vincent Lachapelle, Derek Rice, Maria Damian, Stephanie LeSage and Lara Aziz*

By Lisa Frick, Nursing Manager – Orientation-Integration and Student Placements

Boosting Knowledge, 30 Minutes at a Time!

Sometimes great learning comes in small packages! A little over a year ago, a team of NPDEs at the Glen adult site launched **Knowledge Boosts**, short, 30-minute accredited sessions created to make practical learning accessible and easy to fit into a busy clinical day.

Since then, nurses, LPNs, nursing students, teachers, ANMs, NMs and PABs have come together to explore monthly topics including **Port-a-Caths, NG/Dobhoff tubes, restraints, blood transfusions, and more**. Along the way, staff from different clinical areas have also had the opportunity to connect and learn together.

With **more than 650 staff participating over the past year**, Knowledge Boosts have become a wonderful example of learning brought closer to our clinical teams.

Congratulations to the educator team behind this great initiative and continued success. Make sure to keep an eye out for the next Knowledge Boost at the GLEN! **It is open to all!**



Front row, left to right: *Celena Gingras, Kimberli Groombridge, Jocelyne Blondeau, Lara Aziz, Stephanie LeSage and Danielle Bouffard.*

Back row: *Samuel Lo, Trudy Naraine*

By Lisa Frick, Nursing Manager – Orientation-Integration and Josée Larocque, Student Placements and Nursing Manager – Evaluation, continuous competence and specialization, Professional Practice

Considering a PhD in nursing? McGill wants to hear from you

Are you a master's-trained nurse interested in advancing clinical practice and contributing to healthcare research? McGill University's Ingram School of Nursing invites you to consider pursuing a **PhD in Nursing**, whether you're aiming to begin in Fall 2027 or exploring doctoral studies as a longer-term career goal.

PROGRAM HIGHLIGHTS:

- **Guaranteed funding** of minimum **$30,000 per year for three years** for all admitted students
- Eligibility for the **MES-Université PhD scholarship** for nurses licensed in Quebec, valued at **$40,000 per year** and renewable twice
- **Support** with applications for additional provincial and federal scholarships
- A program designed to be completed in **four years of full-time study**
- Admission for applicants with strong academic performance (**minimum 3.6/4.0 CGPA**) and/or demonstrated interest or experience in research
- Application deadline for Quebec and Canadian applicants: **February 1** for admission in September

Whether doctoral studies are part of your immediate plans or a longer-term career goal, support is available to help you strengthen your research profile and explore how a PhD in Nursing could fit into your career aspirations.

sonia.semenic@mcgill.ca

Join us for a Teams session with Sonia Semenic, Director of the PhD Program, hosted by Nancy Turner on **December 2, from 2 to 3 p.m.**

Register now!

Alain Biron Joins the SIDIIEF Board of Governors

Congratulations to Alain Biron, who has been appointed to the inaugural **Board of Governors** of the ***Secrétariat international des infirmières et infirmiers de l'espace francophone*** **(SIDIIEF)**. This new body brings together nursing leaders from across the Francophone world to share perspectives and identify solutions to some of the most pressing challenges facing health care systems and the nursing profession.

Gathering in Paris on October 6 and 7 for their first meeting, the governors launched a collective reflection on **eight priority issues** related to nursing practice, education, research, and the organization of health services. Their recommendations will help guide SIDIIEF's future positions and initiatives, while fostering a stronger understanding of emerging trends and challenges in the years ahead.

Alain Biron's appointment reflects the strength and influence of the MUHC's nursing expertise and its ongoing commitment to advancing nursing leadership throughout the Francophone world.



Photo: SIDIIEF

$2.6M to advance research and innovation

On October 8, the **Montreal General Hospital Foundation** brought the research community together to celebrate excellence at its Impact and Innovation Evening. The event brought together recipients of the 2026 Research Awards, medical leaders, philanthropists and other guests to highlight the impact of philanthropy on the future of healthcare.

This year, more than **$2.6 million** will be invested in **111 projects** led by **70 researchers**, spanning fields such as nursing, mental health, cancer, immunology and surgery.

Among the recipients, three nursing scientists received funding for their research projects:

- **Li-Anne Audet**'s research program employs a data-driven approach to examine the characteristics of the nursing workforce and their impact on organizational, team, and patient outcomes.
- **Sonia Castiglione** is advancing science on shared implementation leadership and the Leading Implementation Program (LIP), designed to strengthen nurses' capacity to lead and collaborate in implementing evidence-informed change in practice.
- **Christine Maheu** is leading the implementation and evaluation of iCanWork, an evidence-based training program that helps healthcare professionals integrate return-to-work support into cancer care.



Left to right: *Nancy Turner (MUHC), Sonia Castiglione (MUHC), Li-Anne Audet, Margaret Suttie (MGH Nursing Alumnae), and Christine Maheu*

Congratulations to all three researchers! Their expertise and curiosity are opening new avenues in nursing research. A wonderful recognition, and exciting projects to follow!

Thank you to our generous donors, including Barbara Arseneau and Margaret Suttie of the MGH Nursing Alumnae, whose support through the MGH Nursing Alumnae Innovation Award helps advance nursing research and innovation.

Adult

Celebrating MUHC Oncology Nursing Expertise

From October 22 to 25, 2026, several members of the **MUHC Cancer Care Mission** participated in the 38th Annual Conference of the Canadian Association of Nurses in Oncology (CANO/ACIO). Under the theme "Stronger Together: Advancing Oncology Nursing Through Collaboration and Innovation," they shared their expertise and highlighted initiatives that are helping advance oncology nursing care.

AMONG THE CONTRIBUTIONS PRESENTED:



- **Carmen Helena Avella** and **Stephanie Dade**: Prevention and management of radiation dermatitis in radiation oncology.
- **Carmen Helena Avella**: Workshop on collaboration and standardization of nursing care in brachytherapy and symposium on dermatologic care in oncology.
- **Virginie Bacis**: Simplifying Zolbetuximab administration in a Quebec oncology setting and integrating targeted therapies into clinical practice.
- **Daphnee Lamoussenery**: The role of the oncology pivot nurse in supporting patients with neuroendocrine tumours receiving Lutathera.
- **Caroline Marchionni**: The expanding use of subcutaneous therapies in oncology and the home administration of subcutaneous immunoglobulins.
- **Tamara Dell Olio** and **Joanne Power**: Standardizing communication during transitions of care between the RVH C8 surgical unit and the outpatient oncology clinic.
- **Marie-Linda Boghdady** and **Andréane Chevrette**: The role of the Rapid Evaluation Clinic in Oncology (RECO) in providing timely specialized care for patients experiencing acute symptoms or treatment-related toxicities.
- **Lynda Gould**: The cancer care journey of Cree patients and health equity.

The conference also provided an opportunity to recognize the excellence of MUHC teams, with posters presented by Caroline Marchionni and Lynda Gould receiving awards during the event. Congratulations to all!

ANNOUNCEMENTS

The Neuro biplane inauguration at the Glen: A remarkable team effort

The opening of the temporary neurocritical care unit at the Glen site marks an important milestone in neurovascular care at the MUHC. Established to support the installation of The Neuro's new biplane angiography system, the unit **ensures the continuity of essential services**, including stroke care.



Behind this achievement lies the outstanding collaboration of numerous clinical, professional, and support teams, who worked hand in hand throughout the transition under the coordination and leadership of **Maxime Boutin-Caron**, Associate Director of the Neurosciences Mission.

A heartfelt thank you to everyone who contributed to this success and who, every day, helps provide the highest quality care to our patients.

Pediatric

The NP team is growing!

The MUHC NP group is thrilled to welcome four new Pediatric and Neonatal Nurse Practitioner candidates, who joined the team on October 5, 2026! **We wish them the warmest welcome and great success in their new roles!**



Simona D'Adamo
Acute Pain, Pediatrics



Christina Ingrid Filostin
Sleep Lab, Pediatrics



Nicole MacArthur
Neonatology, NICU



Katelynne Melo Medeiros
Neonatology, NICU

Making nursing voices heard



To further showcase nursing expertise, the Nursing Directorate has created a group of nursing media experts.

Following training provided by the Communications team, combining hands-on workshops and mock interviews, these advanced practice nurses and nurse managers are now equipped to serve as media spokespeople, share their specialized expertise and provide insight into the realities of the nursing profession.

This initiative supports the objective **"Showcasing our profession and expertise"**, part of the *Excellence Through Collaboration* pillar of the **Nursing Strategic Plan 2025-2028**.

It aims to increase recognition of nursing professionals, raise the profile of our achievements nationally and internationally, and position nursing expertise as an essential voice in the media.

Meet these nursing ambassadors, who will help shine a spotlight on the innovations, achievements and human stories that unfold every day across our care settings.



Sophia Kapellas

Sophia has worked at the MUHC since 2000 and has been an Obstetrics APN since 2017. Her interests include Perinatal loss, perinatal mental health and equity for Indigenous families evacuated for birth.



Johanne Power

Joanne is an advanced practice nurse in Gynecology and Gyne-Oncology. She has worked at MUHC for over 20 years.



Sophie Vallée-Smejda

A nurse at the Montreal Children's Hospital since 2006 and a Pediatric Nurse Practitioner since 2021, Sophie specializes in pediatric asthma and helps improve children's access to care.



Christine Lefebvre

Christine has been an advanced practice nurse in respirology for just over two years and has worked as a nurse in various areas across the MUHC since 2015.



Marlon Calito

Marlon's journey at the MUHC began in 2014 at The Neuro. Today, he practices as an Adult Care Nurse Practitioner (NP) at The Neuro, specializing in multiple sclerosis and neuroinflammatory diseases of the central nervous system.



Andréanne Chevrette

Andréanne is an oncology Nurse Practitioner (NP) caring for patients with hepatobiliary cancers. She has worked at the MUHC since 2006, with a career dedicated to oncology care.



Jerrica McKinnon

Jerrica Mckinnon is the nurse manager of the renal program at the MGH since December 2023 and has over 16 years of nursing experience in both nephrology and cardiology.

CO-EDITORS OF THIS NEWSLETTER:

Marie-Eve Leblanc, Nursing Practice Consultant, Nursing Directorate
Silvia Rizeanu, Communications Agent

Please submit your articles for the next newsletter **before November 27**
Consult the 2026 Nursing Newsletter Calendar