



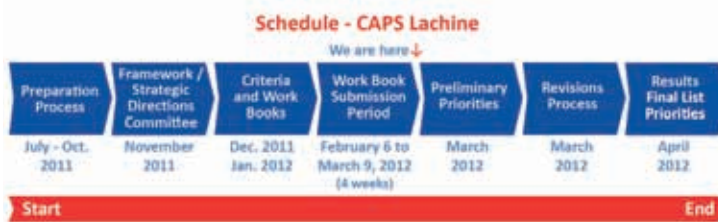
ADMINISTRATIVE UPDATE

Our team in action

Since last summer, we have been regularly sharing information with you about the Lachine CAPS project. This time is quite different, however, as we have just taken a major step: the finalization of the workbooks by the clinical teams. This is a major milestone, as this work gives concrete shape to the vision of this large-scale project, which has prompted us to take a step back to thoroughly analyze our clinical practice, to reflect on our future, as well as to identify our strengths or the activities that need our attention.

Although this process required effort that went above and beyond our daily duties, the teams rolled up their sleeves and put themselves to work without neglecting patient care. It should also be acknowledged that this exercise entailed great commitment from team members, who once again surpassed expectations and demonstrated both professionalism and dedication.

We therefore wanted to take a moment to thank everyone who contributed to these workbooks. Some people worked in the background while others were front and centre analyzing the slightest detail. Most staff had to devote many evenings and weekends to the project while some team members had to look at daily operations through the lens of things to come. Thanks to an open and multidisciplinary dialogue, the teams were able to paint a realistic portrait of our operations, which has laid the groundwork for strategic reflection to help us do even more to provide patients and their families with care that better meets their needs and



expectations.

The evening of March 9 will mark the launch of the assessment process. The members of the Lachine Mission Table will conduct a global assessment of the workbooks to ensure that all important elements are taken into consideration. The Strategic Directions Committee will then begin the analysis and review process to establish the list of clinical priorities.

We will of course keep you informed of how things are progressing as the work advances. One thing is certain; the guidelines developed from this analysis will shape our future decisions while giving us the confidence to further intertwine the future of the Lachine Hospital with that of the MUHC.

With gratitude,

Dr. Louis-Marie Simard, Associate Director of Professional Services
Jocelyne Faille, Administrative Director
Jasmine Boyer, Associate Director of Nursing

PROFILE

On the watch

Mr. Bruno Bougie began his career 20 years ago as a security guard in the health and social services network at Hôpital Pierre-Boucher. For the past 10 years, he has been patrolling the halls of the Camille Lefebvre Pavilion of the Lachine Hospital, where he works as an evening security guard. After so many years of keeping watch, Mr. Bougie still loves what he does. "You're never by yourself! And there's a lot going on. You're always in contact with other people, either with employees, patients or their families," he explained.

Mr. Bougie enjoys seeing how patients regularly participate in the activities his co-workers organize, just as he takes pleasure in observing the relationships

that employees develop with patients day after day. Not all tasks are easy when you are a security guard like Mr. Bougie, but he can find the positive even in cases of patient instability or insecurity. "My job is to find solutions and defuse small crises—in the end, I try to make sure that people leave with a smile on their faces. That's my priority!"

Mr. Bougie has been working the evening shift for a number of years. With retirement approaching, he is now planning his future with his wife and cherishes the time he spends with his family. When he thinks back over his career in the health care network, he is heartened by the great improvements that can be seen every day at the hospital, such as ☺

Mr. Bruno Bougie



PROFILE

☺ support that is continuously adapted to the needs of employees or patients, training at all levels, high technology that enhances the quality of care, and especially the

constantly growing expertise of health care professionals.

If you happen to be at the Lachine Hospital after 3:00 p.m., take a couple of minutes to

stop and see Mr. Bougie. You will definitely leave a little happier thanks to his contagious good mood, which he shares for free and will do your heart good!

WHAT'S HAPPENING AT LACHINE...

MEXICAN FIESTA

The residents celebrated a Mexican Fiesta in their life space at the Camille-Lefebvre Pavilion! A typical Mexican meal was served in a warm ambiance. The decorations were reminiscent of the South and the waitstaff were dressed in ponchos and sombreros, with the rhythm of Mexican ballads to complete the scene. We would like to thank the Recreation Services for coordinating this special event, as well as the unit teams, the volunteers, and the food services staff who all contributed to making this fiesta a fabulous success.



On February 14th, the Quality of Life Committee handed out more than one hundred pieces of cake and held a draw for fifteen Sodexo gift certificates.



The residents of the Camille-Lefebvre Pavilion spent a wonderful day at the Bell Centre on February 8th. The highlights of this special outing included lunch at the Cage aux Sports, followed by a visit to the Hall of Fame and the Montreal Canadiens Hockey Club installations. The photo presents the volunteers and residents in the Montreal Canadiens Hockey Club player's room.

On February 6th, the Recreation Services Department organized a training session for the volunteers. Greatly appreciated by all those in attendance, the discussions revolved around two main themes: how to approach patients with cognitive impairments, and the fundamental qualities that a volunteer should develop.

On Valentine's day, Pascale Laurin-Lavallée, a technician who works in the Recreation Services Department of the Camille-Lefebvre Pavilion, organized a very special activity for Valentine's Day: "An Exhibition on Passion, Love and Chocolate." Elegant deserts, poetry and romantic music in a themed décor created an atmosphere of love and warmth. And to add to the joy, chocolate prizes were given away to happy merrymakers!





»CLINICAL CARE AND TEACHING

Patient flow

You may have noticed in recent months the daily posting of “patient flow status” on the MUHC intranet. These color-coded indicators help to alert the entire organization regarding the occupancy of our Emergency Departments (ED), signaling the collaboration required from all departments to ensure smooth patient flow throughout. As ED occupancy reaches beyond 100% - as it often does! - and especially as the number of admitted patients increases, active involvement of the rest of the hospital is essential.



In order to support patient flow decision-making, the Patient Flow Steering Committee has decided to post a series of reference documents in a “toolbox” on the intranet. The link to access these documents is just below the daily ED status indicators described above (see screenshot).

Among others, the documents include:

- ♦ MUHC Capacity Management Protocol
- ♦ Guidelines for Collaborative Decision-making re: Patient Flow
- ♦ ED Admission Algorithm
- ♦ Other useful information regarding discharge resources in the community, etc.



These documents will be periodically updated, and others added along the way. The approval and publication of this toolbox is an important step in our journey towards smoother patient flow at the MUHC. As always, your collaboration is appreciated and feedback is encouraged!

PROFILE

The technologist with a heart of gold

After having studied electronics and worked for many years in the field of technology in Lebanon, Nasrallah Aoun completed specialized training in England in Laboratory and Medical Technology. He then emigrated, arriving in the Maritimes in 1984 before moving to Montreal in 1987.

In 1990, he joined the Biomedical Technology team at the Montreal General Hospital. Today, twenty-one years later, he is as motivated to make life easier for the nurses with whom he works as he was when he started.

“The teams of the Emergency Department and Intensive Care Unit are critical to our hospital. I want to contribute, in as many ways as possible, to the efficiency and proper functioning of the technologies used to save lives and improve the well-being of patients.”

Recognized as being versatile and a great



Nasrallah Aoun

listener, Nasrallah is always looking for the best solutions to meet the many needs of an ever-changing environment where the stress level is consistently high. “I try to be available at all times. I must make every effort to create a safe and functional environment. Working diligently is natural since every person contributes in his own way to patient care. It’s a responsibility I take seriously.”

Being the dedicated teacher that he is, Nasrallah spares no effort in providing nurses with all the necessary information to ensure the optimal use of available technology. His dedication is such that he even takes into consideration budget constraints and continually seeks out the best equipment at the best price. Finally, he carries out his duties with patience, kindness and a consistent smile.

In November 2011, Nasrallah received the 2011 Director General’s Award.

MUHC News

How accurate are rapid flu tests?

A new study conducted by researchers from McGill University, The RI-MUHC, and Sainte-Justine University Hospital Research Centre, Montreal, has put the accuracy of rapid influenza diagnostic tests (RIDTs) under the microscope. The meta-analysis of 159 studies showed three key findings: that RIDTs can be used to confirm the flu, but not to rule it out; that test accuracy is higher in children than it is in adults; and that RIDTs are better at detecting the more common influenza A virus than they are at detecting influenza B.

Why looks can be deceiving

Neuropsychology researchers at the Montreal Neurological Institute and Hospital and McGill University, have found that two areas of the prefrontal cortex (PFC) are critical for either detecting or distinguishing emotions from facial expressions. People with damage to these areas cannot understand the wide variety of facial expressions that convey social signals, which are important for anyone trying to navigate their way in society.

To learn more, visit www.muhc.ca



Message from Norman Rinfret

On February 27, at the first meeting of the MUHC's newly constituted Board of Directors, a new Chair and Vice-Chair were named. I am very pleased to announce that Mr. Claudio F. Bussandri, will be the Chairman of the MUHC's Board of Directors. At this same board meeting, Mr. Robert Rabinovitch was named Vice-Chair. Other Officers named during the course of the meeting were: Ms. Marie Giguère, as Treasurer, and Mr. Norman Rinfret, as Secretary.

The process for the nomination of the Chair requires that the Chair be selected from among the independent members of the Board who are comprised of the six co-opted members, the two population representatives, and the two members that were designated from the Agence.

Our new Chairman, **Mr. Claudio F. Bussandri**, has a long history with the organization. He holds a Bachelor's degree in Engineering (Mechanical) and an MBA from

McGill University. He is also the founding Chairman of World Wide Hearing Foundation (WWH). Among other executive positions held in the past, he is the retired President and CEO of McKesson Canada and of Lantic Sugar Limited.

"I am indeed very honoured to be named Chairman of the Board of such a fine institution," said Claudio F. Bussandri, Chairman of the Board, MUHC. "It is a first-class organization, which shines on the local and the international scene thanks to its great vision and the dedication of its leadership team and of its employees. As a Board, we plan to focus on supporting the management of the hospital's operations, while planning and shaping an even brighter future."

Dr. Robert Rabinovitch, M.A., PhD, the new Vice-Chairman of the Board, has been a member of the Board of Governors of McGill University and is the past Chair of that Board. He has also been a member of the

Board of Directors of the MUHC since 2007, as well as Chairman of the Nunavut Trust Investment Committee and a member of the Board of Directors of the Canadian Centre for Architecture. He is the former President and Chief Executive Officer of CBC/Radio-Canada.

Ms. Marie Giguère is the Executive Vice-President, Legal Affairs and Secretariat, of the Caisse de dépôt et de placement du Québec. She has held several senior positions, including partner with Fasken Martineau, Senior Vice-President, Corporate Affairs, and General Secretary for the Montréal Exchange, and Senior Vice-President, Chief Legal Officer and Secretary of Molson Inc. She holds a bachelor's degree in humanities from the Université de Montréal and another in civil law from McGill University.

I look forward to working closely with the new board as well as the newly appointed officers of the board to assure the good governance of our organization.

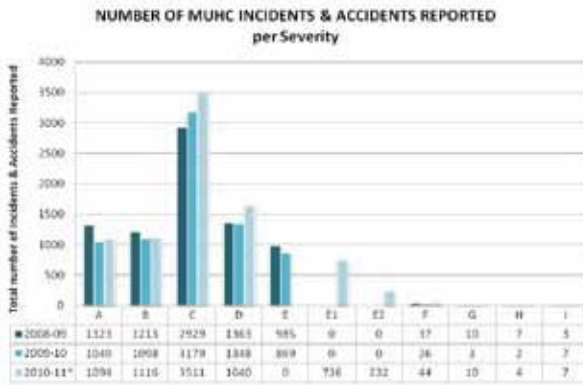
» OPERATIONAL NEWS

Expanded data added to MUHC Patient Safety and Quality microsite

In a continuing effort to promote a culture of accountability and transparency, the McGill University Health Centre (MUHC) today released additional data about the type and severity of incidents and accidents reported at its hospitals.

The new data compare the past two complete years 2008/2009 and 2009/2010. The information can be found on the MUHC's user-friendly Web microsite, launched in November 2011: www.muhc.ca/patient-safety.

The MUHC microsite is designed to inform patients about safety processes and initiatives at the MUHC, and includes key quality indicators that track the number, type and severity of reported incidents and accidents, as well as access indicators for emergency departments and planned surgery.



» HUMAN RESOURCES

Did you know that HR is the holder of the official employee file?

The Information Services department of HR is responsible for maintaining complete and up to date files for each employee. When an employee is hired, a typical HR personnel file includes an application form, employment contract, curriculum vitae, reference letters, professional licenses, diplomas, certificates, health and life insurance benefits, and previous work attestations.

As an employee gains service within the organization various activities may occur that require written documentation to be submitted for the official employee file. Examples are modification to employment status, salary increases due to additional academic achievements or increase in responsibility. HR equally requires a timely notification regarding any changes to an employee's residential address or change in telephone number. Failure to advise HR may result in delays in trying to communicate with an employee. To facilitate timely notification, the following are some forms made available to you: Change Notice-Employee File form (available on the HR portal). To be completed and sent to HR for any of the changes mentioned above.

When an employee resigns, they are required to submit to their manager a resignation letter or complete the Notice of resignation form. A copy of this form must be submitted to Human Resources Information Services (HRIS) for the official employee file. The notification will allow HRIS to process any payment owed to the employee such as sick and vacation days.

Please be advised that HR archives files of terminated employees for a period of 10 years following their departure.

Note: Managers are encouraged to keep a copy of all forms for their own departmental employees records as well.

Introducing CVManager Health



On April 5, the Human Resources Recruitment Department launched CVManager. This powerful database is a web-based full-featured integrated applicant tracking system and talent management system that facilitates quality hiring and increases recruiting effectiveness. External candidates will now be able to fill the online application form

and submit their resumes as well as apply for postings. In order to maximize the efficiency of this application and fully benefit from this data base, we will progressively transition away from processing paper CVs as well as CVs sent by fax or email. Visit www.muhc.ca/homepage/page/careers for more details.

Wellness Challenge Program



Promoting employees' health and wellbeing in the workplace is vital for improving employee retention and organizational performance. In September 2011, the McGill University Health Centre MUHC Wellness Challenge Program (pedometer/nutrition program) was launched.

The Program, which registered 310 participants, consisted of wearing a pedometer for 8 weeks, tracking physical activity behaviour (by uploading pedometer step counts daily and recording other daily physical activity online) and tracking fruit and vegetable consumption (daily). Follow-up emails, as well as weekly health tips and challenge updates were sent to participants on a regular basis. Technical support, individual advice and consulting were provided when requested. Before starting the program and at the end (pre-post intervention), participants were screened for baseline data (blood test and cardio-metabolic risk assessment) and were asked to fill out a questionnaire (general health status, weight, food habits, physical activity, tobacco use, the workplace psychosocial environment, stress, and demographics).

During the intervention, over 90% of participants had entered their progress online. At the end of the 8 week program all 7 MUHC teams had crossed the finish line and accumulated a total of 207,211,613 steps. This is equivalent to walking 157,936 km (98,137 miles) or 3.9410 times around the world!

A post-test including the questionnaire, a blood test and cardio-metabolic risk assessment and individual interview was conducted. Preliminary results from individual interviews highlight that participants felt healthier after the intervention and highly motivated. Participants also felt more conscious of healthy eating habits and perceived walking at the workplace as an enjoyable, effective and feasible physical activity. In addition, results show a significant improvement in stress, fatigue & insomnia scores, as well as blood pressure and overall health status.

This program conducted by Dr. Charles Sounan, Dr Melanie Lavoie-Tremblay, and Kara Martin, supports the widely recognized asset of health promoting workplaces as the key to raising the bar for employee health, quality of care and organizational performance.

Living in the heart of the Community!

Housing opportunities that are close to work are important considerations for many MUHC employees. Living in close proximity to one's place of work reduces travel time, allows more time with family and increases quality of life. The MUHC strives to allow employees to strike a healthy work-family balance. Consequently, last summer, the MUHC undertook Phase 1 of a pilot project to increase awareness of residential programs and incentives offered by the City of Montreal. The Human Resources Department of the MUHC is proud to have partnered with the City of Montreal and La Capitale Insurance & Financial Services to bring you phase 2 of "Habiter Montréal."

Come visit information booths shared by La Capitale and the City of Montreal throughout the week of March 12, 2012 at four of our sites and pick up free information, tools and tips on new residential projects as well as financial subsidies that may benefit you. After you have visited the booth, make your way to a conference where you can find out more about housing solutions closer to work - you also have the possibility of receiving a free lunch.*

Whether you are considering purchasing a first home or renovating your current home, you may benefit from the conferences that will provide you with pertinent and cost saving information.

Yves Laguë, Interim Director,
Human Resources

*Free lunch offered to
the first 20 participants



Kiosks

Monday, March 12th

11:00 – 13:00

The Montreal General Hospital
Cedar entrance

Tuesday, March 13th

11:00 – 13:00

Lachine Campus

Cafeteria (rez-de-chaussée)

Wednesday, March 14th

11:00 – 13:00

The Montreal Children's Hospital
Cafeteria (E3)

Friday, March 16th

11:00 – 13:00

Royal Victoria Hospital
Cafeteria (S3)

Conferences

Monday, March 12th

12:00 - 12:30 : **Renovation and energy efficiency**

The Montreal General Hospital
Livingston Hall (L6-500)

Tuesday, March 13th

12:00 - 12:30 : **Montreal's**

housing market and financial aid programs

Lachine Campus

Camille Lefebvre (A1H2)

Wednesday, March 14th

12:00 - 12:30 : **Montreal's**

housing market and financial aid programs

The Montreal Children's Hospital

Alan Ross Pediatrics (C-417)

Friday, March 16th

12:00 - 12:30 : **Montreal's**

housing market and financial aid programs

Royal Victoria Hospital

JSL Browne Amphitheatre (M3.01)

KIDNEYS: AMAZING ORGANS!

Are yours healthy?

March 8th: **World Kidney Day**

Come celebrate with us...

Main entrance of the RVH

and Cedar entrance of the MGH (6th floor)

March 22nd: **Open House**

Come see us at the MUHC Nephrology Department's Open House

Professionals: Discover the latest developments at the MUHC in Nephrology research, clinical care and teaching

Patients and their families: We invite you to spend some time face-to-face with MUHC professionals.

Location: MGH Livingston Hall (L6.500) | Time: 9 a.m. to 4 p.m.

Refreshments will be served.

World Kidney Day is a joint initiative between the International Society of Nephrology (ISN) and the International Federation of Kidney Foundations (IFKF).



www.worldkidneyday.org

Improving patient safety and quality with electronic medication reconciliation

Research shows that Adverse Drug Events (ADEs) were the most common type of adverse event. ADEs account for almost a quarter of hospital admissions, and it is estimated that over 55% of ADEs are preventable. 19-23% of all patients released from hospitals suffered from ADEs within 30 days of release, and 14% of patients were readmitted to hospital for that ADE. The lack of complete drug information available to healthcare providers in a timely manner appears to be a major contributor to preventable ADEs.

RightRx – The Right Medication from Hospital to Home

RightRx is the medication review and reconciliation application that is being developed by Dr. Robyn Tamblin's PHIRE (Platform for Health Informatics, Research and Exploration) team as part of the \$250M Canada Foundation for Innovation award, "Translational Research and Intervention across the Lifespan." The work is being done in partnership with Syscor, MUHC Department of Pharmacy and the RI-MUHC. The PHIRE development team currently includes 17 full-time and part-time employees.

RightRx seeks to facilitate the validation of a patient's community drugs by electronically providing a patient's best possible community-based medication list to the hospital care team. In addition, RightRx attempts to help the hospital care team by providing the electronic reconciliation capability at discharge and by enabling timely communication of treatment changes back to the community-based prescribing physicians and pharmacists.

About the RightRx Pilot Study

The RightRx pilot study, currently underway, seeks to reduce ADE-related patient ER and hospital readmissions during the 30-day period following release from hospital, by providing the following three components:

1. Making the best possible community-based patient drug list and drug history available to the hospital team for validation,
2. Facilitating electronic reconciliation of community and hospital drugs at discharge, and
3. Communicating discharge prescriptions to the patient's community-based physicians and pharmacists

The pilot study will consist of randomized control trial pairs from the Montreal General Hospital and the Royal Victoria Hospital, including a combined 47 beds from Geriatrics, 90 beds from Internal Medicine, 63 beds from General Surgery, 59 beds from Thoracic, Cardiac Surgery, and 47 beds from Urology, Plastics and Vascular Surgery. The specific target population will include 3000 RAMQ-insured adults admitted to hospital over a 12-month period.

Dr. Nancy Mayo awarded the 2012 Enid Graham Memorial Lecture Award



Dr. Mayo is a James McGill Professor in the Department of Medicine (Division of Geriatrics and Division of Clinical Epidemiology) and the School of Physical and Occupational Therapy at McGill University. She is also a Research Scientist at The RI-MUHC where she is the head of the Health Outcomes Axis.

The Enid Graham Memorial Lecture is the most prestigious award that the Canadian Physiotherapy Association can bestow upon a Canadian Physiotherapy Association member.

It was established in 1980 to honor Enid Graham, founder of the Canadian Association of Massage and Medical Gymnastics (later the Canadian Physiotherapy Association) and a leader in early years of the Association. Helen Gault presented the inaugural lecture in 1981.

Grand Challenges Canada announces Canada's new rising stars in global health



Grand Challenges Canada announced on February 9, 2012, 15 grants valued in total at more than \$1.5 million awarded to some of Canada's most creative innovators from across the country in support of their work to improve global health conditions.

The fifteen selected researchers are each awarded a \$100,000 grant to further develop their innovations. Dr. Cedric Yansouni, from The RI-MUHC is among this select group of researchers.

Dr. Yansouni is working on a diagnostic that is cost effective and non-invasive to determine whether a patient has visceral leishmaniasis, a deadly disease

The grantees were selected through a rigorous peer review process. Among the criteria the proposals needed to meet were Grand Challenges Canada's Integrated Innovation™ approach, which smoothes the path to implementation of the discovery. Innovators must consider ethical and cultural barriers, the health systems required to deliver the discoveries and the commercialization of their solutions so that they can be distributed to the people who need them, cost-effectively.

March 8th is International Women's Day!

There is no time like the present to honour your mother, wife, girlfriend, sister, friend or colleague with the gift of knowledge.



Women's Health Initiative

How does the MUHC honour women?

The Women's Health Initiative (WHI) of the Royal Victoria Hospital Foundation seeks to share information and create awareness across our community and beyond.

The MUHC has long been a central and irreplaceable resource for women, and the WHI was

created to shed light on topics of this nature:

- ♦ Cardiovascular Disease
- ♦ Osteoporosis
- ♦ Nutrition and obesity research
- ♦ Social Services
- ♦ Menopause research and services
- ♦ Mental Health
- ♦ Diabetes
- ♦ Sexual Health
- ♦ Head/Neck/Throat and Ears
- ♦ Geriatrics and Alzheimer's
- ♦ Chronic Fatigue Syndrome
- ♦ Domestic Violence
- ♦ Fibromyalgia
- ♦ Body Image/Eating Disorders
- ♦ HPV
- ♦ Lymphedema

- ♦ Birthing Centre
 - Baby-Friendly Program
 - High-risk Pregnancies
 - NICU
 - Multiple-birth Centre
- ♦ Gynecology
- ♦ Gyno-Oncology
 - Ovarian Cancer
 - Cervical Cancer
 - DOVe
 - Uterine Cancer
 - Vaginal Cancer
- ♦ Breast Cancer

Get involved and help to spread awareness and make a difference for women's health on International Women's Day by joining our growing network!

For more information, please contact:

Aviva Vetter
Development Officer
RVHF Women's Health Initiative
Tel: (514) 934-1934, ext. 35571
aviva.vetter@muhc.mcgill.ca
www.royalvic.com



THE NEW MUHC

Brand new veins for the Glen Site!

The Glen Site will be a cutting-edge academic health centre filled with the latest and most modern equipment to improve both work flow and the delivery of care to patients. Among these innovative pieces - and probably the largest one of all is the pneumatic tube system.

Hidden behind the walls of the Glen, the pneumatic tubes will be the veins of the Glen Site. With an estimated 5,000 transactions per day, they will carry blood, medication and emergency medical items to our medical professionals. According to Terrence Meehan, Director of Logistics, "since the Glen is so large, materials will sometimes have to travel distances of 1,000 feet and many stories up or down; pneumatic tubes will help deliver critical items, medicine and even blood quickly, which is extremely important in a tertiary and quaternary care institution."

Users can also program the pneumatic tube system to prioritize certain capsules that need to be received or analyzed quickly; the system can then slow the progress of all other deliveries to prioritize a specific one. Only authorized personnel will be able to use the pneumatic tube system.

"Together with our hard-working porters, the pneumatic tubes will help ensure that patient care is delivered quickly and that workflow, from the lab to the emergency department to the patient's bedside is as efficient as possible," concludes Mr. Meehan.



Interesting facts about the Pneumatic tube system

- ◆ A capsule in the pneumatic tube system can travel 20 feet per second - which is a little over 20km/h.
- ◆ The size of a capsule is similar to that of a 2L plastic bottle
- ◆ Capsules that go into the system are RFID tagged and can be tracked: i.e. a capsule can't get lost; personnel will be able to track its progress at all times. Carriers can also be returned automatically to their sending stations after delivery.

Sharing merger lessons



Throughout the last two decades the MUHC has engaged in several mergers of departments, teams and programs in order to optimize clinical and non-clinical services. On December 14, 2011, 20 members of the MUHC, including clinicians and members from the department of Human Resources engaged in a dynamic discussion, hosted by the Transition Support Office (TSO), about the lessons they learned during previous mergers and team consolidation projects. The group focused on sharing their personal experiences around four questions: 1. what worked well during the merger; 2. what were the main challenges during the merger; 3. what were considered to be the most important lessons; 4. what were considered essential to a merger's success?

"The information we gathered is extremely valuable; it will guide us through future mergers and help us to further improve our methods and workflow during a merger," says Sharon Taylor-Ducharme, Clinical Practice consultant Transition Support Office and organizer of this event.

The group highlighted the importance of ongoing communication, the engagement of frontline staff, the grieving of past work structures and the integration of new cultures. The need for careful planning and preparation must include managing the human side of the merger as it has a significant impact on the lives of the staff members as well as of the patients and their families. "Mergers are

complex processes and leadership was identified as having an important role in overall planning and coordination and ensuring human and cultural dimensions are not overlooked," says Marie-Claire Richer, Director of the Transition Support Office.

The Transition Support Office would like to thank everyone who participated and contributed to making the exercise such a rich learning experience.

The information collected will be circulated to the MUHC community via Transition Support Office presentations and it will be integrated into TSO projects.

Wear Red Day

On Valentine's Day, the MUHC Women's Healthy Heart Initiative (WHHI) held its third annual "Wear Red Day!" at the Royal Victoria Hospital in support of the prevention of heart disease among women. This year's event was another resounding success as several hundred participants, including visitors and employees took part in the festivities by making a donation and wearing red. Our enthusiastic and knowledgeable WHHI volunteer squad was on hand to distribute information on our innovative heart disease prevention project. The Women's Healthy Heart Clinic is the first Nurse-led clinic dedicated to the prevention of women's heart disease in Quebec and Canada. With 260 women currently enrolled, this program provides them with an individual assessment and the tools to help manage the risk factors associated with heart disease which include elevated cholesterol and high blood pressure. Quitting smoking, increasing the amount of physical activity and eating a balanced diet can help to decrease the risk of heart disease in women, and fundraising initiatives such as « Wear Red Day! » are crucial for the ongoing success of this new model of preventive care.



Wendy Wray (right) with two volunteers

Thank you to everyone who helped make « Wear Red Day! » a tremendous success!

Wendy Wray, RN, BScN, MScN
Clinical Director, Women's Healthy Heart Clinic

»PATIENT STORY

Former MCH patient sings her way to success

Listening to her belt out a song, you'd never know 22-year-old Kaila Picard was once more familiar with the halls of The Montreal Children's Hospital than singing in front of a live audience -- but the young songstress knows what it's like to be in and out of the hospital as a child.

A native Montrealer, Kaila remembers her time as a patient at The Montreal Children's Hospital fondly, but says it wasn't always easy to deal with the effects of juvenile rheumatoid arthritis, a condition she was diagnosed with at just three years of age.

"I had to go for check-ups at least once or twice a month for most of my childhood," she says, "which included visits with an occupational therapist, routine blood work, regular check-ups with my doctor, as well as physiotherapy sessions at school twice a week."

Juvenile rheumatoid arthritis is a long-term autoimmune illness resulting in joint pain and swelling. Generally, the more joints affected, the more severe the disease can be in young patients. In Kaila's case, many health professionals told her she may never be as

active as other children her age.

"The funny thing is," Kaila explains, "I ended up graduating from elementary school as Athlete of the Year! So I never really gave in to the notion that I couldn't do certain things...I always believed I could be the exception."

Having transitioned to adult health care services to continue to monitor her condition, Kaila hasn't forgotten The Children's; she wants to give back by reaching out to other children going through the same experience she went through.

"I always felt really welcomed during my time as a patient at The Montreal Children's Hospital, and I always reflect on the staff and the environment there as incredibly positive," she says.

"If I could give any advice to patients currently going through extended bouts in hospital, I would tell them it gets better. When you are in the thick of it, it seems like it's the end of the world," she says, "and as I came to realize with my condition, it's important to remember there are good days and bad days. You have to keep pushing through and things

will be okay."

Now living in Toronto, this young self-starter with a lifelong love of music is pursuing her dream of launching a career as a singer, having just launched her own EP. Her first single, entitled "Back 2 Square 1" has enjoyed local air time on Montreal's Virgin Radio 96 with good feedback.

Kaila's positive attitude and her unrelenting drive to surpass even her own goals are inspiring and will, without a doubt, skyrocket her to great places. To learn more about Kaila's music visit <http://www.reverbNation.com/kailapicard>.



Kaila Picard

Members of Norton Rose Canada collectively donate \$500,000

On February 7, the McGill University Health Centre Foundation and the Fondation du CHUM announced a \$500,000 contribution from the law firm of Norton Rose Canada to the joint corporate fundraising campaign. The gift is the collective total raised by individual donations by the firm's team and will be shared equally by the MUHC and the CHUM.



"Norton Rose Canada acknowledges the collective importance of these projects for our children and grandchildren and know that they will change the face of health care for generations to come," stated Jean G. Bertrand, Managing Partner of the Montreal Office. In recognition of the donation, the MUHC will name a family room at its new Centre for Innovative Medicine (CIM) in honour of the firm.

"The Centre for Innovative Medicine at the Glen site is a prime example of how we will engage our patients in our research and thereby in their health and well-being," said Normand Rinfret, interim director general and CEO of the MUHC. "It will be Canada's largest academic clinical research centre and one of the rare few that are dedicated to both pediatric and adult patients."

John A. Rae, chair of *The Best Care for Life Campaign*, added, "This contribution from Norton Rose Canada is a wonderful example of teamwork within the business community in support of a cause that will pay dividends to their colleagues, clients and countless others in the form of world-class health care right here at home."