

Montreal Chest Volunteer group enhances quality of life for long-term-care patients

A big thank you goes out to our over 2,100 volunteers who give close to 190,000 hours a year to the McGill University Health Centre (MUHC). Volunteers have been a pillar at the MUHC for generations, contributing unwavering dedication and compassion to patient and family care seven days a week, 365 days a year.

In this issue of *Enbref* we have highlighted some of our volunteers from across all the MUHC hospitals, who have dedicated anywhere from 15 to 42 years to our health centre with a smile, sometimes through tears and always from the heart.

Nestled around a table Renata Kozina, Mary Tosoni, Myrtle Neel and Mary Phung (left to right in this photo) sit knitting, sewing and putting together crafts. Besides the clicking of needles, there is a slight hum of chatter. The sun is filtering in through the window and calmness fills the room. *Continued on page 2*



Watch out viruses and bacteria — housekeeping has your number

LACHINE HOSPITAL GETS TOP GRADES FOR CLEANLINESS AND DISINFECTION

In the grand scheme of things, housekeeping most likely does not pop to the forefront of peoples' minds when considering health care. Yet, without a clean hospital, the unseen virus or bacteria can invade and wreak havoc.

So when Joe Vieira started as Manager of Housekeeping at the Lachine Hospital in February 2012 his first message to his new team was: "You are as important as a surgeon or nurse when it comes to patient and family care. Without you, care is compromised."

With those words repeated over and over to instil a sense of pride and understanding of their role in the healthcare system, he began his mission to help improve the way the Lachine Housekeeping team functioned. Overall, the team was providing

a clean environment but Vieira knew he could take it up a notch. "What was most apparent was the team needed to be supplied with the right tools to create the best outcomes in terms of cleanliness, disinfection and efficiency," says Vieira. "We were already using these tools across the rest of the MUHC hospitals."

Vieira started his career at the McGill University Health Centre (MUHC) with the Royal Victoria Hospital, he then transferred to the Montreal General Hospital, then the Montreal Neurological Hospital and Institute and finally to the Montreal Chest Institute before landing at Lachine. "I learned a lot with each new hospital I took on and as I gained knowledge I made sure to take it with me wherever I went."

Continued on page 2



For 20 years these dedicated volunteers have come to the Montreal Chest Institute (MCI) Friday mornings to produce everything from aprons, bibs, hats, mittens, baked goods to jellies to eventually sell at bazaars and “garage sales” held throughout the year at the hospital. They call on their friends and families to also help with donations for the cause. Volunteer Marlene Lemieux and

Tosoni’s sisters, Pierrette Tosoni and Teresa Amyot, often kick in when needed.

All funds go toward recreational activities for the long-term-care patients of the MCI, which include frequent BBQs, outings, special parties and a garden on site. Last year, a new iPad for these patients was purchased following a donation and then raffled from Simon Chang himself—friend of Neel’s.

“I love being involved in giving patients a better quality of life,” says Neel, whose mother, who has passed on, started the MCI garden in 1989. “And every year there is at least one patient who tells me they could not have gotten through the summer if it had not been for the garden. For me that is

what makes it so special: it really changes people’s lives, just as I think the outings do.”

Tosoni and Kozina feel the same way and also add they enjoy the company. “It is interesting for me as it makes me come out and socialize,” says Phung, who bakes 100 samosas for every bazaar and according to the other ladies, these are what draw the crowds.

Five hours are devoted from each of the volunteers every Friday morning, but their volunteering has extended to knitting, sewing, crafting and baking at home all days of the week—all in the name of these LTC patients.

LACHINE HOUSEKEEPING – Continued from page 1

According to Vieira, the Lachine team is enthusiastic and a great bunch of people. “What I brought to the team was more updated ways of working,” he says.

“For example, they were still using the dust pans where you have to bend down—in the industry this is very old school,” says Vieira. “I got them dust pans with long handles. The teams were also only applying wax and not sealers, which helps prolong the cleaning. And they didn’t understand the effects of buffing the floor—they thought it just made it shinier. But buffing actually allows for the broom and mop to

glide better as the floor is less porous so more dirt is removed.”

Some of the team was up to speed with the modern techniques. For those who needed training he provided one-on-one demonstration with explanations to give them the opportunity to ask questions.

“We have accomplished a lot in a year,” says Vieira. “In fact, we get a lot of positive feedback, whether it is patients, family, visitors or staff. And when we conduct quality assurances and evaluations we often come out on top. If we don’t come out on top, together we come up with a solution

to get there. I could tell the team what to do, but they know their floor/department best so I value their input.”

“I like my job a lot,” says Kenny Senecal, one of the housekeepers at Lachine. “I really appreciate Joe’s open door policy. It is about give and take. Joe is my boss but he is my friend too—he is a great part of our team.”

According to Vieira, it’s all the little things that help make a big difference. “And I know these housekeepers are making a big difference as they contribute to the care of patients and families every day.”



From the top row, left to right: Kenny Senecal, Robert Brochu, Daniel Plante, Teddy Tripody, Joe Vieira, Christopher Marion, Benoit Pinard, Marcel Munoz, Francesco Ingrao. Bottom, left to right: Michel Foisy, Michel D’Alete, Lise Sasseville, Josée Gladu, Soffie Witt, Genevieve Morrissette

Presenting Mr. George Hine

—FROM HOUSEKEEPER TO VOLUNTEER AT THE MONTREAL GENERAL HOSPITAL, GEORGE HAS ALWAYS SHINED

George Hine—or as he likes to joke, M.G.H. for “Mr. George Hine”—started at the Montreal General Hospital in 1972 in Housekeeping. From day one he understood his job was important and that he knew he would always give the best he could to his hospital.

“I started as an isolation cleaner, then I worked in the burn unit as group leader and then I became the ‘curtain man,’ which means I changed all the curtains when the patients went home,” says Hine. “From there I became the official ‘trouble shooter.’ In that job I would pretty much repair or improve just about anything.”

But Hine didn’t stop at the jobs he was assigned when it came to supporting his hospital. He joined the suggestion committee, which would take suggestions from staff and try to implement what they could, and he became a hospital firefighter.

“We were required to train at one of the fire departments in the city and we had regular practice drills right on the grounds of the hospital,” Hine recalls. “The first seven minutes were ours before the fire trucks arrived.”

But another job Hine proudly assumed was being “the contact for patients from the outside world to inside the hospital.”

“In my opinion, the housekeepers are just as important as the doctors and nurses when it comes to the comfort of a patient,” he says. “The doctor will go in and look at a patient and say, How are you this morning?, and the patient will say I am fine. Then the nurse will come in and say I am here to do your dressing, and the patient will say okay. But then the ‘ole housekeeping guys come in and the patients say, Did the Canadiens win last night? And, How about that weather? And so on.”

Hine is proud of the positive impact he had on patients and families and of course of the critical role he played in disinfection. Over the years he got to know Pierre Trudeau, Jean Beliveau, Roger Doucet (best known for singing the Canadian national Anthem at hockey games), and Toe Blake (a Canadian’s coach), when they were in the hospital. In typical fashion, he flashed his warm smile and within a short while forged a friendship.

“I told my kids when they were young that I was a ‘moptologist’ to make my job sound more important,” says Hine. “They thought I had the greatest job in the world, which I already knew I did.”

In 1997, Hines retired, but he stayed loyal to his “second home.” Since, he has volunteered in many capacities, from playing



Santa (which he seems to be best known for), to helping raise thousands of dollars in the Early Bird Sale the Auxiliary holds every year to most recently conceiving the idea of a used bookstore, which he developed with the help of the Auxiliary and Volunteer Department. His job became building it—which he did with scrap wood pieces for \$99—and supplying the books.

“From January 2012 to this January it has raised \$20,000,” says Hine, who was made an honorary Auxiliary member and who recently won a Governor’s General Award for his volunteering. “All of which goes straight to patient care.”

As with anything that Hine touches, he seems to generate a wind that blows strong behind the wings of all of his projects. When word got out that he needed books, his local library said they would provide

him with a load once a month. And one day a school bus stopped in front of his house while he and his wife were raking and the driver delivered him two bags of books. He has also come home to bags of books in his driveway.

His simple answer for the gravity of his ideas: everything I do I have people helping me—I have a great support system.

When asked why it is important for him to give so wholeheartedly in many capacities he says because he knows he can touch so many lives and make so many people happy. “It doesn’t cost anything for the little time it takes,” he says. “And I get so much out of it—as much as I give, I get.”

“I am treated like a director and I come from housekeeping,” says Hine. “It doesn’t matter what you do in life; it is how you do it.”



ANITA SHARMA

Leo Migneault—for almost two decades he has stood by the children of the MCH

Leo Migneault has four children, one of whom spent much time in the Montreal Children's Hospital (MCH) as a young child. Thankful for the care he and his family received, he decided to give back in the best way he could: by volunteering.

Migneault started volunteering at the MCH 19 years ago. Today, when he arrives for his shift, he scans information about the patients in the hospital and then sends himself where he thinks he is most needed.

"I mostly take care of babies," he says. "I change diapers, give them baths, read stories, exercise their limbs. But it really depends on the individual cases how I interact with the children."

Without fail, every Sunday Migneault rises with the sun and then makes his way to the MCH—rain or shine, special holiday or not. He makes it clear that his family fully supports his volunteering.

"If Sunday happens to be Christmas, I say start the festivities without me because I will be at the hospital," says Migneault. "My family sees me 365 days a year but those children, they are still in the hospital sick and quite simply, they need me too."

When asked about his longstanding dedication to volunteering at the MCH, Migneault says, "I get a sense that I am doing good."

Dedicated Lachine Hospital volunteer bringing smiles to patients for over 40 years

Evelyne Couillard has been volunteering at the Lachine Hospital since 1971. With a smile that never quits, she keeps busy running the little coffee shop, La Cafetière. In addition to managing the inventory and scheduling, Couillard also works two half-days at the shop, which receives help from 14 other volunteers—a close-knit group that likes to swap stories and interact with the customers. The shop is open seven days a week and donates all proceeds to the Lachine Hospital Foundation to improve patient and family care.

This dedicated 72-year-old great-grandmother also helps out with Pastoral Services by comforting many Lachine patients with her caring gestures. During her 42 years as a volunteer at the hospital, she has offered her time in many ways, such as accompanying patients after cataract surgery, playing a friendly game of cards or reading to younger patients.

Madeleine Chantelois, president of the volunteers' Auxiliary at Lachine Hospital,



Evelyne Couillard and Marie-Claire Ferrera, right, who also volunteers at La Cafetière.

describes Couillard as a very dedicated volunteer. "She has a beautiful smile, even through difficult times," says Chantelois, referring to Couillard's heart surgery earlier this year under the excellent care of Dr. Sunil Garg, cardiologist at the Royal

Victoria Hospital, and his team. When the doctor suggested that perhaps she should stay home and rest more, Couillard wouldn't hear of it—she was anxious to get back to volunteering. "J'aime bien ça! If I didn't enjoy it, I would stay home!"



Left to right: Liette Langlois, Margaret Wallace and Diana Saputelli.

Support and comfort for patients and families delivered with care at the RVH

Margaret Wallace has been a volunteer at the Royal Victoria Hospital (RVH) for over 15 years as a friendly visitor in the Emergency Department and more recently she has also been giving her time in Recovery of the main Operating Room, while always making time for patient committees. As a volunteer in recovery, Wallace provides patients and their families support and comfort before, during, and after surgery. She acts as a facilitator between the healthcare providers and family members, relaying non-medical information. In the ED she greets patients and families. Wallace is also an advocate for blood donation, every year

helping get the word out about when and where there are blood clinics at the RVH.

According to Nevine Fateen, manager of Royal Victoria Hospital, Montreal Chest Institute and the Montreal Neurological Hospital volunteers, Wallace's commitment and boundless energy have earned her the respect of family members, patients, and staff; so much so that they celebrated a very special birthday for her a few months ago.

"I do this because I can. I am retired and I have time to give back," says Wallace. "I see the positive impact I have on patients and families and it makes me feel very good. When you give, you receive."





National Volunteer Week
April 21 - 27, 2013

To express your appreciation to an MUHC volunteer, visit our website and send an e-card!
www.muhc.ca

With every hug and wiped tear, this MCH volunteer is making a difference

Leonie Mikael is a research associate in Medical Genetics at the Montreal Children's Hospital but she also gives her time to the Children's by volunteering.

"Every Saturday morning I am at the hospital by 7:30 a.m. ready to start my shift with baby cuddling," says Mikael, who has been volunteering for 15 years providing basic care to children such as bathing, feeding, changing, playing, rocking and convincing them to take their medication. "I volunteer in the General Medicine wards and sometimes in the Neonatal ICU."

According to Mikael, because she has been around for a while the nurses have come to count on her. "It is so nice to be surrounded by people who know and appreciate you—I really get so much more out of this than I put in."

As a 5-month old, Mikael herself was hospitalized in a NICU and hooked up to a ventilator for weeks. "There was a chance I would not pull through, but I did and I have always been thankful for that care I received. I guess this is my way of giving back but I also love being around kids," she says. "I am not kidding myself—I know I am not changing the world; but with every tear I wipe away, every feeding tube I clean, every baby I rock to sleep, I do know I am making a difference."



Neuro store on wheels a big hit with patients

For the past two decades, Micheline Tremblay has dedicated many volunteer hours to the patients and families of the Montreal Neurological Hospital. Her claim to fame—a mini-store program on wheels.

Tremblay, who started to volunteer after she retired from her own gift shop 20 years ago, conceived this idea so patients could have access to things they might need during their hospital stay. She keeps a cart well stocked with items such as tissues, toothpaste, toothbrushes, newspapers, gifts, coffee and treats. On occasion, she will make special shopping trips for requests from patients.

Although Tremblay is only at the MNH two days a week, her cart keeps rolling. She trains and supervises volunteers to visit patients with the cart and always ensures that the program is running well.

"I had a stroke in 1984 and I was taken care of at the Neuro," says Tremblay. "I said to myself, when I'm ready I am going to come back to this hospital and volunteer. Five years later I returned. I love it because it is all dedicated to the patients."



NATIONAL ORGAN AND TISSUE DONATION AWARENESS WEEK: APRIL 21 TO 27 MUHC leader in expanding kidney donor pool

In 1973, at the age of 23, Rosa Shields was on top of the world. She was newly-married, the couple had just bought their first home, and they were planning to start a family. Then their world came crashing down: Shields was diagnosed with kidney failure.

"I couldn't believe it," she says. "One minute I am living my dream life and the next I am facing another reality, which included not being able to have children."

An estimated 2.6 million Canadians have kidney disease, or are at risk, and every day an average of 16 people are told that their kidneys have failed. The number of Canadians being treated for kidney failure has tripled over the past 20 years. There is no cure—dialysis and/or transplantation are the only treatment options available.

According to Dr. Jean Tchervenkov, McGill University Health Centre (MUHC) Transplant surgeon and Shields' surgeon, nearly 80 per cent of the over 4,300 Canadians on the waiting list for organ transplantation are waiting for a kidney—in 2010, 10 per cent of these people died while waiting.

Dr. Tchervenkov is proud to say that the MUHC is one of the leaders in expanding the donor pool in North America. "Where as other programs have shied away from older donors, we have actually embraced this and have managed to increase or maintain a level of transplant activity even though our average donor age has gone up by 12 years," he says. "In the 1990s our average donor was in their early 40s and in 2013 it is now 56."

Thanks to technology and investment, Dr. Tchervenkov and his team have found that properly selected kidneys in donors older than 60 will last as well as donors under the age of 60; which goes against the common rule of thought.

"We have evidence that at 10 years post transplantation the outcome is the same," says Dr. Tchervenkov, who thanks Shields for her role as President of the MUHC Organ Transplant Fund because it raises thousands of dollars every year that go to the MUHC Transplant team. Some of this money was used to purchase equipment to better perfuse organs and therefore became a key part of being able to use older donors.

What does this mean? It means more patients can receive transplants. Only 18 per cent of donors over 60 are utilized in the rest of North America, whereas at the MUHC it is close to 50 per cent.

Last year, kidney transplantation around the globe added \$250 billion to the world



Rosa Shields

Dr. Tchervenkov hopes more living donors will come forward (see sidebar "The generosity of donors and their family are the links in the chain of life").

Shields eventually had a kidney transplant in 1982 but by 1991 it started to fail. After facing near death, this time due to kidney and liver disease (she contracted Hepatitis C from a blood transfusion), she was blessed with two new organs in January 1994.

"How many people get a second chance at life?" she says. "What a gift—the gift of life! It has been 19 years now since my last transplant and not one day goes by that I don't thank my donor."

GENEROSITY OF DONORS AND FAMILIES ARE THE LINKS IN THE CHAIN OF LIFE

There are three ways someone can express their wish to donate:

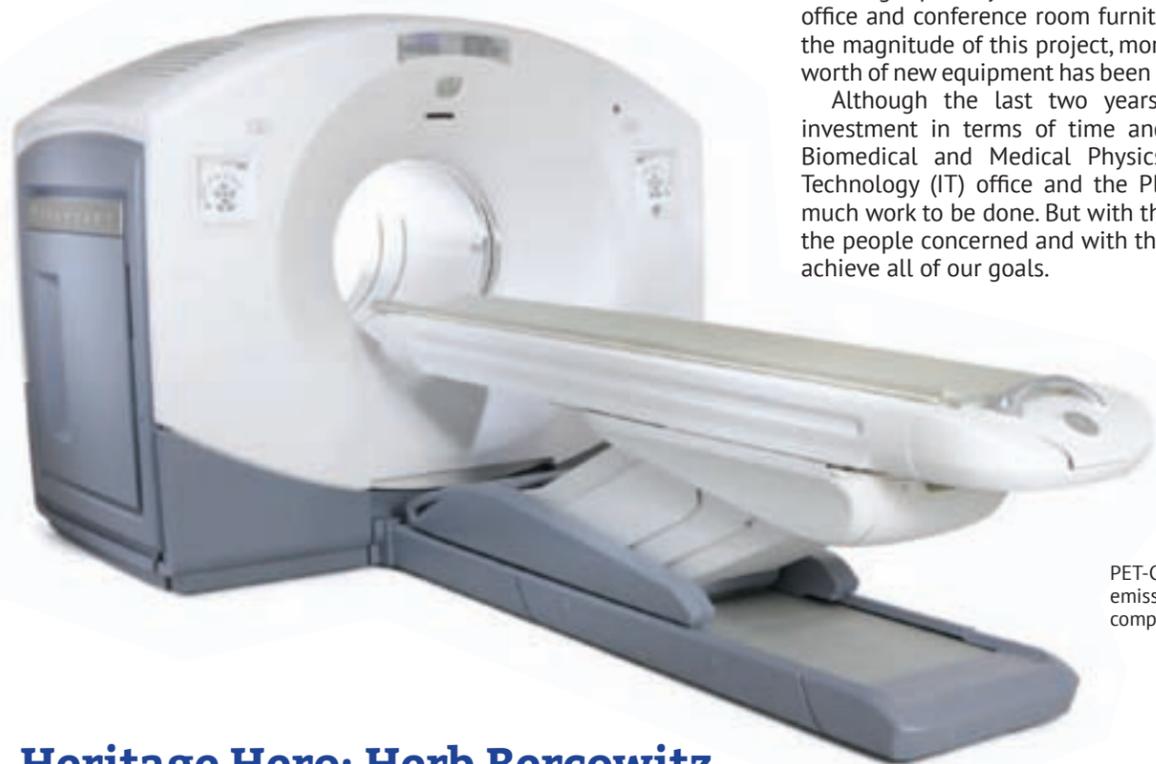
- Sign the sticker on the back of your Medicare card. To obtain a sticker, go to the web site www.signezdon.gouv.qc.ca
- Complete the consent form on organ and tissue donation after death for the RAMQ register
- Consult a notary to find out how one can register his/ her consent with the *Registre des consentement au dons d'organes et de tissus de la Chambre des Notaires* (Registry of Consents for Organ and Tissue Donation of the *Chambre des Notaires du Québec*).
- Above all, talk to your family and friends about your donation decision
- Consider being a live donor. For more information visit: www.transplant.bc.ca/living_kidney_main.htm

Dr. Jean Tchervenkov





Progress at the Glen site: a question of equipment too



PET-CT Scan (Positron emission tomography-computed tomography)

Since the launch of the construction phase at the Glen site, our teams have put a lot of effort into the identification and purchase of equipment specific to the activities of a university health centre.

The McGill University Health Centre Biomedical and Medical Physics teams, in collaboration with the Planning Office, have worked hard to provide the necessary technical details needed to design and build the thousands of specialized rooms that will make up the Glen site.

In addition to this, teams are preparing for the purchase of a large quantity of mobile medical equipment, as well as office and conference room furniture. To give you an idea of the magnitude of this project, more than 180 million dollars' worth of new equipment has been or is about to be purchased.

Although the last two years represent an enormous investment in terms of time and effort on behalf of the Biomedical and Medical Physics teams, the Information Technology (IT) office and the Planning Office, there's still much work to be done. But with the high calibre expertise of the people concerned and with their tireless teamwork, we'll achieve all of our goals.

Heritage Hero: Herb Bercowitz

When Herb Bercowitz started working at the Montreal General Hospital (MGH) as director of Hospital Services, he had no idea what treasures lay hidden within its walls.

"It was 1988, the year before I retired. I was waiting for the elevator when a colleague told me she had come across some valuable objects," recalls Bercowitz. "She wasn't sure what to do with them and neither was I, so I told her to bring them to my office."

This soon became Bercowitz's line. "People just kept coming to talk to me about the things they found. I didn't know what to do with everything, so I started cataloguing it. By the time I retired, my office was full."

He mentions having found the first MGH admitting book dating back to 1822, an old pulmonary function device, a plethora of old photographs and more. "As I began to collect things, I started interviewing people. I met with physicians, administrators, even a woman who used to be a waitress at the hospital when it was on Dorchester!"

"All these objects represent the beginnings of the hospital," says Bercowitz, who was so devoted to his task that when he retired he continued as the keeper of historical MGH art and artefacts as a volunteer. "We have such a rich history we have to make sure to protect and share it."



Herbert Bercowitz (left), director of Hospital Services at the MGH during the 1970s and 80s, with Nathan Fox (then pharmacist) and Dr. Harvey Barkun (then executive director).



Sometimes just one word can make a difference

—MCH HOUSEKEEPER COMFORTS PARENTS IN A SEA OF SADNESS WHEN HE CAN

Two years ago Mary Rea was walking down the hall of the Montreal Children's Hospital (MCH) toward the Intensive Care Unit (ICU). Her 10-year-old daughter had hit a tree downhill skiing and she was severely injured. As Rea walked with head down, eyes filled with tears, the music of the Italian language filled her ears. Two housekeepers were chatting in Italian as they cleaned.

The one man's voice reminded her of her father's, who had passed away years before. She stopped, turned around and decided to join the conversation. It was the beginning of a much-appreciated relationship she forged with Giuseppe Martello while her daughter Laura remained in the hospital.

"He just always seemed to be there with encouraging words filled with hope," says Rea, whose daughter is 13 today and doing well. "It brought me much comfort. When Laura came out of the OR after brain surgery he was present to make sure she was ok—and me too. It meant so much."

Martello, who has been working at the MCH for six years, was filling in for vacation time in the ICU when he met Rea. Today, he works on the main floor of the Children's.

"I have three daughters of my own and

I have been very lucky they were never sick," says Martello, whose oldest daughter Marianna, who is 24, works as a nurse at the MCH. "When you see parents who are in the hospital with their body but their mind is not there at all what else am I to do but try to help them in the best way I can, which is to comfort them. Sometimes just one word can make a difference."

Martello stresses that his primary function is to keep the MCH clean and disinfected. "When I met Mary I saw she was really down so I tried to help her in the best way I could," he says. "It is not my job but if I am there and I can help, why not?"

THE MUHC EMPLOYEE ASSISTANCE PROGRAM IS AVAILABLE 24/7

Are you:

- Under a lot of stress: work-related or personal,
- Trying to get along better with a co-worker?
- Struggling with a relationship issue?
- Feeling anxious or depressed?
- Concerned about alcohol, drugs or possible gambling problem?

The Employee Assistance program (EAP) offers immediate and confidential help for all McGill University Health Centre (MUHC) employees. Support is available over the phone, in person, online and through a variety of issue-based health and wellness resources, 24 hours a day, 7 days a week, at:

- Toll free phone number: 1-800-387-4765
- Online tools and resources: www.shepellfgi.com
- Online counselling: www.shepellfgi.com/ecounselling

FEEL BETTER.
SOLVE A PROBLEM.
PREVENT FUTURE PROBLEMS.



Accreditation Canada visit September 16-20, 2013 Required Organizational Practices (ROPs)



SAFETY CULTURE

Goal: create a culture of safety within the organization

Examples of how we are achieving this goal:

1. **Disclosure Policy** guides staff when speaking with a patient and family following an incident or accident
2. **All incidents and accidents** are reported promptly to the Quality, Patient Safety & Performance Department.
3. Prospective analysis, like a **Failure Modes and Effects Analysis (FMEA)**, identifies potential risks so that they can be avoided before harm is caused.

COMMUNICATION

Goal: Improve communication among care providers and with care recipients

Examples of how we are achieving this goal:

1. A new policy requires all staff, volunteers, trainees, and physicians **use two different identifiers for patients**. Examples of identifiers can include **patient's full name (first AND last), medical record number, RAMQ number, birthdate, photo or home address**. A patient's room number must NOT be used for identification purposes.
2. **Medication reconciliation** helps minimize medication errors. It includes comparing medications taken before admission with those prescribed during admission and at discharge. Discrepancies are resolved and documented.
3. **Safe Transfer Communication Tool** is a way to communicate patient information at transfer and at change of shift. The tool is based on the SBAR communication model: Situation, Background, Assessment and Recommendation.

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.
Department of Quality, Patient Safety & Performance

MUHC Legacy Committee – Taking pride in our past, building a strong future

The McGill University Health Centre (MUHC) is proud to announce the creation of the Legacy Committee, which is overseeing the inauguration of the Glen site, as well as the closing ceremonies for the Montreal Children's, Royal Victoria and Montreal Chest Institute hospitals.

The committee is being chaired by Drs. Richard and Sylvia Cruess, who together have decades of experience at the MUHC and its founding hospitals both as healthcare professionals and as volunteer leaders.

The Legacy Committee is entrusted with determining how the once-in-a-lifetime grand-opening of the Glen site will be celebrated, and ensuring that the event honours the founding hospitals' rich history of world-class health care and highlights the legacy of teaching and research as well.

The committee is currently working on launching a new section on muhc.ca which will keep the MUHC community updated on plans and activities.

LEGACY COMMITTEE REPRESENTATIVES

Art and Heritage Centre.....	Karine Raynor, Dr. Jonathan Meakins
Auxiliaries.....	Sue Khan, Amanda Jelowicki
Cedars Cancer Institute.....	Jeff Shamie
Friends of the MUHC.....	Catherine Lackenbauer
Human Resources.....	Gina Rizzo
Lachine Foundation.....	Chantal Laferrière,
Lachine Hospital.....	Jocelyne Faille
MCH Foundation.....	Valerie Frost
MCI Foundation.....	Dr. Jonathan Meakins, Gary Aitken
MGH Foundation.....	Ron Collett
Montreal Children's Hospital.....	Dr. Harvey Guyda, Teresa DiBartolo
Montreal Neurological Hospital.....	Joan Chippindale, Teresa Mack
MUHC Development Office.....	Julie Liebman, Julie Quenneville
MUHC Foundation.....	Joan Ivory
MUHC leadership.....	Ann Lynch, Antoinette DiRe
MUHC staff	Nevine Fateen
Neuro Development Office.....	Karen Mitchell
Nursing.....	Patty O'Connor
Physicians.....	Dr. Ewa Sidorowicz, Dr. Phil Gold
Public Affairs and Strategic Planning.....	Julie Paquet
Redevelopment Office.....	Imma Franco, Robert Hamilton
RI-MUHC	Peter Duffield
Subcommittee chairs.....	Joanne MacPhail, Alex Paterson, Cynthia Price
Transition Office.....	Marie-Claire Richer

SUB-COMMITTEES

Alumni Association
(launched September 2012)
Art and Heritage Centre
Glen
Lachine Hospital
Montreal Chest Institute
Montreal Children's Hospital
Montreal General Hospital
Montreal Neurological Hospital
Royal Victoria Hospital

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