

Annual report

2010-2011

- A year of accomplishments
- A clear vision of the future
- An investment of \$995 million from the Gouvernement du Québec
- A new hybrid cardiac operating room, one of the best in the world

 **CHU Sainte-Justine**
Mother and Child
University Hospital Center

Université 
de Montréal

Mission, and Vision Values

of the **CHU**
Sainte-Justine



2010-2011 Annual report

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Our mission

Our mission is to improve the health –considered as the complete state of physical, mental, social and spiritual well-being - of children, teenagers and mothers of Quebec in association with our health care, university and research partners.

The CHU Sainte-Justine is committed to fulfilling the six mandates that fall under its university mission:

- To provide specialized and ultraspecialized care
- To conduct basic and clinical research in pediatric and maternal health
- To provide clinical training and continuing education to current and future health care professionals
- To promote health
- To assess technologies and treatment methods
- To provide rehabilitation, adaptation and social integration services to children and teenagers with motor and language disorders

Our vision

To be a university hospital centre that integrates the highest level of care, services, teaching, and research for mothers and children of Quebec.

To achieve our vision, we must:

- Offer the most scientifically and technologically advanced care, prevention and rehabilitation services.
- Generate new knowledge, ensure its prompt transfer to clinical teams and evaluate its impact
- Establish national and international partnerships to remain on the cutting edge of pediatric and maternal health and ensure best practices.
- Multiply our research and teaching efforts in pediatric medicine, perinatal care, rehabilitation, and health promotion in collaboration with the Université de Montréal and major research centres.
- Provide children, families, and staff with a hospital environment that promotes healing and healthy living.

Our values

To fulfill its mission, the CHU Sainte-Justine counts on a large number of people who work in many different fields and who come from diverse disciplines, schools and social backgrounds.

***This multiplicity of individuals work together by adhering to a set of values that expresses the institution's ideals and forms the basis of its foundation.

• Our commitment to mothers and children

Everyone at the CHU Sainte-Justine actively contributes toward fulfilling the establishment's mission and goals by enhancing their skills and putting their talent to work for the benefit of the organization. The establishment acknowledges initiative, encourages professional growth and celebrates the achievements of its members in their respective field of expertise.

• The pursuit of excellence

Excellence translates as the individual and organizational will to pursue one's work in an outstanding and consistent manner in all areas, notably through innovative and creative teamwork.

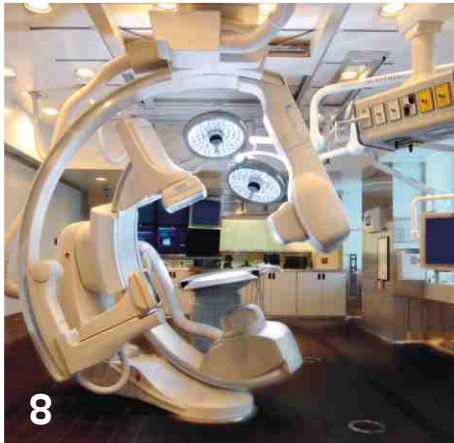
• Respect for the individual

The CHU Sainte-Justine's respect for children, teenagers, mothers, families and people in general is a reflection of the actions, attitudes, words, and behaviours of all of its members, whether they be hospital workers, physicians, managers and directors, suppliers, volunteers and partners. It is demonstrated not only to patients, but also to each other.

• The spirit of collaborative efforts

Internal and external collaborations are vital to fulfilling the CHU Sainte-Justine's mission and must be carried out in a diligent and effective manner. They are dependent on mutual effort directed toward a common goal. Every member contributes to the team and is fully recognized as being an active member.

The CHU Sainte-Justine in 2010-2011



8 A new hybrid cardiac operating room



14 Modernization



10 Our motivation, the health of our mothers and children

About the CHU Sainte-Justine

- 2 Mission, vision, values
- 4 Word from the CEO and President of the Board of Directors
- 26 International achievements
- 31 Year-end statistics
- 32 Financial report
- 34 Board of Directors Steering Committee

Our key accomplishments

- 5 Strategic plan
- 6 Financing for the Grandir en santé construction project
- 7 Simulation-based Learning Centre
- 8 Hybrid cardiac operating room

Everyday excellence

- 9 Humanizing care
- 10 Medical care
- 12 Human resources
- 14 Modernization
- 15 Technology
- 17 Quality and risk management
- 18 Research
- 20 Education
- 22 Rehabilitation
- 24 Health promotion
- 28 Awards and distinctions

Our foundations

- 23 Fondation Mélio
- 25 CHU Sainte-Justine Foundation

26 International achievements



15

Making information accessible



12

Advancing skills for the well-being of our families





Accomplishments that reflect the excellence of our teams

If we had to find one word to describe 2010-2011, without a doubt, it would be *accomplishments*. Much to everyone's delight, many projects were brought to full fruition thanks to the important role that our teams played in their successful completion.

Without question, the most important accomplishment of all was the financing for our *Grandir en santé* construction project that was officially announced by the Quebec government in August, 2010. This investment of \$995 million, of which \$125 million come from the Sainte-Justine UHC Foundation, will support this major project that will enable the CHU Sainte-Justine to increase its total surface area by 65% in order to meet the ever-growing needs of patients, families, doctors, health care professionals, researchers, and students.

One of the first phases was to relocate the Manoir Ronald McDonald. It is now located in its new building behind the hospital, in a modern facility that can accommodate a larger number of families with an increased capacity from 35 to 50 rooms.

We also inaugurated our new Opération Enfant Soleil hybrid cardiac operating room. A true element of pride, outfitted with state-of-the-art equipment, this hybrid operating room has placed the CHU Sainte-Justine as one among the best-equipped centres in the world for treating complex problems not only in children, but also in fetuses.

On the education side, we have introduced virtual reality and computerized mannequins into the clinical classroom: Canada's first simulation-base learning centre exclusively dedicated to pediatric and obstetric medicine that features the most advanced learning technology and innovative teaching methods.

To properly map out our development strategies and to ensure their consistency, we have developed a new strategic plan for 2011-2014. Its development was the result of the synergy between members of the executive management team, the Board of Directors, doctors, staff, and researchers. Humanization and innovation will serve as the backdrop for all of the actions that will be undertaken in the course of the next several years, as we continue to stay ahead in a field recognized for its excellence and love of children.

The talent, synergy, commitment, and involvement of our teams and board members are all factors of this success that will continue to propel the CHU Sainte-Justine forward as a world leader in mother-child health.

Geneviève Fortier*
President of the Board of Directors
CHU Sainte-Justine

*February 1, 2011

Fabrice Brunet
Chief Executive Officer
CHU Sainte-Justine

A clear vision of the future

This year marked the completion of a major endeavor that involved CHU Sainte-Justine personnel at every level of the organization: the development of the 2011-2014 Strategic Plan that presents the CHU Sainte-Justine's strategic directions and priority actions for 2011-2014.

Putting patients at the heart of knowledge

Behind our thought process is our desire to put patients and their families at the heart of knowledge; in other words, to take into account the reciprocity between health care teams, support teams, patients and their families; and to consider the synergy of efforts of everyone involved as a key factor toward success.

A true steering tool, the strategic plan has defined four key strategic directions that will guide our individual and collective actions for the coming years:

Vision

A university hospital centre that integrates the best possible care, services, teaching, and research for mothers and children of Quebec

Strategic direction 1

Integration of patient- and family-centered care, teaching, and research

Commitment
Respect
Collaboration
Excellence

Mission

To improve the health of children, teenagers, and mothers of Quebec

Strategic direction 2

Strategic contributions to the different networks

Strategic direction 3

Stakeholder involvement

Strategic direction 3

Modernization of our facilities and technologies

Our values

During the strategic planning process, we reviewed our values and focused on four key values that truly capture the essence of the CHU Sainte-Justine. Some members of our team have chosen to share the organizational value that they cherish most and how it is expressed in their everyday work.

• Commitment to mothers and children

Always be there for children and their families and think about their well-being.

DR. MARIA BUTHIEU, Pediatrician
Medical Director of the Network Activities Centre

• Pursuit of excellence

In cancer research, the field I work in, attention to detail and precision are an absolute must. In every scientific experiment, excellence is our ultimate goal in order to prevent and/or find a cure for childhood cancers.

MANON OUMET, Research Assistant
Research Projects

• Respect for the individual

In my daily practice, I try to put myself in the patient's place and to treat them as though they were the only patient of the day. I try to listen to them and understand their needs while carrying out quality work.

LOUISE BEAUPRÉ, Clinical Instructor
Medical Imaging

• Spirit of collaboration

In an environment like ours, we must be able to work together. From emergency cases to medical rounds, everyone has their place and is a valued member of the team.

CATHERINE CHAMPAGNE, Respiratory Therapist
Mother-Child Program

A year of accomplishments

This year, the CHU Sainte-Justine saw a multitude of long-time projects come to full fruition. Here are just a few of this year's many milestones that made the headlines.

An investment of \$995 million from the Gouvernement du Québec



In August, 2010, the provincial government approved a budget of \$995 million to modernize our existing facilities and to build a new Special Care Unit and Research Centre. Premier Jean Charest made the official announcement at the CHU Sainte-Justine before members of the press and some one hundred invited guests.

This major investment and decision marked a significant phase in the advancement of the *Grandir en santé* modernization project and acknowledged the internationally recognized expertise of the teams of the CHU Sainte-Justine.



A first for Canada in mother-child health care education

Exclusively dedicated to pediatric and obstetric medicine, the Clinical Skills and Attitudes Learning Centre (CSALC) provides health care professionals, students, and families with a safe, state-of-the-art controlled learning environment.

With cutting-edge technology that uses virtual reality, patient simulations and computerized mannequins, the CSALC enables users to apply their medical skills; practice different techniques; put into practice the best attitudes and modes for communicating with children; simulate crisis situations; take advantage of on-line training programs; assess how simulated care can best improve care delivery to patients; and implement standardized processes.

A resource place for families

Since families are at the very heart of the CHU Sainte-Justine's mission, the CSALC also features a new information resource centre for parents. It offers informational support and document services to parents that can help improve their daily management of their child's health condition.

The facility also includes a parents-children's area, a room that has been especially set up for the families of our patients, where they can read and play.



A donor-supported project

The inauguration of Canada's first Clinical Skills and Attitudes Learning Centre (CSALC) in the field of mother-child health is yet another example of the many major projects of the CHU Sainte-Justine whose success is in large part due to donor involvement. About 90% of the funding for the CSALC project, a total cost of \$6.5 million, came from donations from renowned families, provincial foundations, and the direct mail campaign. The power and vitality of the social entrepreneurship created by our donors is paving the way to innovation and advancement and is enabling us to build solid foundations for the future.



A new hybrid cardiac operating room, one among the very best in the world

Opened last year, the Opération Enfant Soleil Hybrid Cardiac Operating Room is both a surgical suite and a cardiac catheterization laboratory in one same room, the first of its kind in Quebec!

Featuring the most advanced technology available today, this ultra-modern operating room features equipment that generates imaging of exceptional quality, allows us to treat children with extremely severe heart defects, reduces patient morbidity,

The Opération Enfant Soleil Hybrid Operating Room

A generous donation of \$3.5 million from Opération Enfant Soleil enabled the Department of Cardiology to build this new hybrid operating room. We are deeply grateful to Opération Enfant Soleil for this generous gift and for their unwavering support of children's causes. As a major partner of several major projects undertaken at the CHU Sainte-Justine, there are no words that can truly describe the vital role that Opération Enfant Soleil plays in advancing the quality of mother-child health care and improving the health of our children across Quebec.



even the risk of death for individuals suffering of such defects, and decreases exposure to radiation by 50% compared to other current systems.

This new, ultra-sophisticated facility is also contributing to the advancement of knowledge thanks to a high-performance video-conferencing system that allows our medical specialists to work closely with other medical specialists around the world in real time and serves as a local, national and international training platform.

A leader with a human face

Even though it is moving toward becoming a high-tech environment, the CHU Sainte-Justine remains focused on patients. This is why it is taking a patient-centered approach inspired by the personalized medical model of care. The CHU Sainte-Justine is definitely advocating for innovation and performance, but not by sacrificing the human character of the care it delivers. Take a glance at some of the actions that have been undertaken this year in this area:

Implementation of the Planetree process

Our values of commitment to mothers and children, respect for the individual, spirit of collaboration, and pursuit of excellence have forged a care and services model in which each person is considered as a unique human being with diverse needs. The Planetree process, therefore, integrates not only a person's physical dimension in the healing process, but also their psychological, social and spiritual dimensions.

The humanization process is a part of the 2011-2014 Strategic Plan and will pursue two strategic directions: adapt our human resources management philosophy and update our principles for a more humanistic approach to delivering care and services centered on the person based on the Planetree model.

Founded 30 years ago, Planetree is:

- An international network for knowledge-sharing
- An exchange of good practices using the patient-centered approach.

The six components of the Planetree model at the CHU Sainte-Justine:

- To recognize family and friends as a vital part of the healing and rehabilitation process;
- To deliver care with kindness, compassion, and understanding;
- To be a health care leader in the community
- To share knowledge, to help, to prevent and to empower;
- To see the person as a whole
- To create an environment that promotes and enhances well-being.



Nicolas, a young patient discovering the benefits of Upopolis in the company of Fabrice Brunet, CEO of the CHU Sainte-Justine, Basile Papaevangelou, President and Founder of Kids' Health Links Foundation, and François Côté, President of TELUS Quebec.

Implementation of Upopolis™

Thanks to a donation from TELUS, the Upopolis™ social network was designed specifically for children 7 to 18 years of age who are hospitalized at the CHU Sainte-Justine. Available laptop computers with limited and secure Internet access now make it easy for these children to browse a number of health topics, keep up with their homework and have fun chatting with their relatives and friends while staying in the hospital.

An ambitious partner

For the first time ever, a health care establishment and an arts and technology organization come together in partnership to develop joint projects. The CHU Sainte-Justine and the Society for Arts and Technology (SAT) signed a partnership agreement to carry out projects that will unite the world of arts and the field of health. Medical care, education, research, innovation, and humanization will be key components in all initiatives created and carried out by the two organizations. This unique partnership will also incorporate aspects related to family and children's entertainment, knowledge-sharing, health promotion, and quality of life. It will set the stage for collaborations that will combine medical science with arts and technology to create projects aimed at the well-being of our children.

Our motivation, the health of our mothers and children

The CHU Sainte-Justine expresses its commitment to mothers and children primarily by delivering quality care and services that are on the cutting-edge of science and technology. We never stop striving for excellence; our ultimate goal is to always meet the needs of our patients.

A renewed commitment

Since 2003, the Prenatal Diagnostic Centre has been providing tertiary and quaternary consultation services to patients with health problems or high-risk pregnancies, affecting either the mother or the fetus, or both.

Now, parents have access to a new and improved Prenatal Diagnostic Centre that has been upgraded to meet current patient needs. The Centre has added new resources and adapted its services to ensure faster patient throughput and better communication with external partners.

In addition to these two existing clinics, the Prenatal Genetics Diagnostic Clinic and the HPR Diagnostic Clinic, the Centre now also features the Integrated Prenatal Diagnostic Clinic, which was recently created following a care delivery reorganization project undertaken in 2010-2011.

Setting up this new clinic brought about a number of changes that include the creation of a more effective interdisciplinary team primarily composed of geneticists, fetomaternal specialists, medical imaging technologists, and neonatologists. Other specialists may be added to the team, depending on the couples' needs.

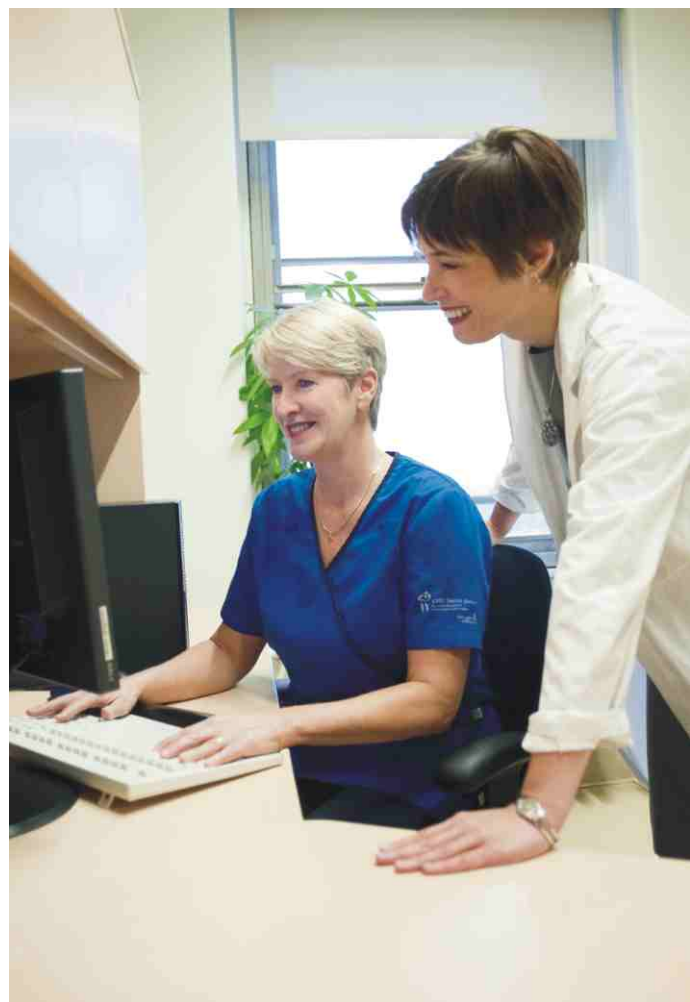
These improvements have had a positive impact on the often difficult situations experienced by couples thanks to the steadfastness of this interdisciplinary team who is able to quickly address – often in the same day – complex problems that require several expert opinions simultaneously.

Moving toward fully digitized clinical data

The implementation of the OACIS system marked the CHU Sainte-Justine's introduction to the electronic health record. At the end of this project's first phase, this system will provide clinicians and health care professionals with all the required elements for test results consultation, treatment options, and case management, in one single application, thus eliminating the necessity of having to go from one application to another.

The project required that upgrades be made to several information systems already in place (laboratories, transcription, patient indexing) and interfaced with other systems whose implementation are underway (smart beds, SIPAD, etc.).

With a first roll-out phase expected to take place in spring of 2012, this project will be gradually integrated over the next few years, which will ultimately reduce the use of paper forms as well as enhance the readiness of and access to clinical information by the care teams.



Dr. Sarah Bouchard with Nurse Marie-Joëlle Lévesque



From left to right:
Johanne Dupont, Dr. Stéfan Parent, Dr. Anne-Marie Houle, Dr. Louis Crevier, and Dr. Dickens Saint-Vil.

Creation of the Department of Trauma and Critical Care

The Department of Trauma and Critical Care oversees the care management of young multitrauma victims, from the moment they are admitted until they are released from the hospital, and all throughout their rehabilitation process at the Marie Enfant Rehabilitation Centre (CRME).

This new department also develops and pilots provincial child trauma prevention programs. Further to this, it aims to

consolidate and increase research initiatives in pediatric trauma care at the CHU Sainte-Justine as well as to provide and structure undergraduate and postgraduate clinical training in traumatology, including a national and international continuing education program in this discipline. Finally, it is also looking to enhance the integration of early and long-term rehabilitation care, in collaboration with the rehabilitation specialists of the CRME.



Bridging services in the care continuum

Supported by the Ministère de la Santé et des Services Sociaux (MSSS), executive management, and local and national agencies, the Project Management Office led a major showcase project, *Accessibilité : soins intensifs / bloc opératoire / chirurgie*, a joint work organization project to improve access to specialized care and services in the surgery unit, operating suite, and pediatric intensive care.

Health care professionals, doctors, and administrators participated in work groups related to these three areas, bringing all their practical field experience to the table. They invested time and energy with the goal of not only determining the

best steps for improvement to apply to their practice, but also for ensuring the best possible care for patients and their families.

Their involvement was not only limited to finding solutions; they also played an important role in implementing these solutions and developing a number of tools that can be shared and exported to other establishment within the network. The Executive Management Office has, in fact, submitted this project in the hopes of obtaining the Citation of the Ministère de la Santé et des Services Sociaux (MSSS) for human resources development and involvement.

Clinical research in asthma at the Pediatric Clinic

The Pediatric Outpatient Clinic now has an asthma clinical research team. Patients of the CHU Sainte-Justine can take part in four research projects that are currently underway at the Clinic:

- **New measures of adherence adjusted for prescription patterns in the case of chronically ill patients**

Objective : To validate adherence measures for children by comparing prescriptions that are given by physicians, prescriptions filled by patients at the pharmacy, with prescriptions recorded in government databases by pharmacists. The results will enable researchers to estimate the true adherence rate of patients.

- **Exploring barriers to optimal asthma management by physicians**

Objective : To understand the barriers to long-term control medications and the use of directed self-management of asthma to identify potential solutions that could enhance management of asthma by physicians.

- **Pediatric Asthma Biological Specimen Bank and Database**

Objective : To improve medical care and treatment of pediatric asthma by identifying the most pressing needs in clinical research and knowledge transfer.

- **Remed Database**

Objective : To create an information database on medications dispensed in pharmacies by people with private or group insurance plans in order to conduct an evaluation on this understudied segment of the population's use of medication.

Advancing skills for the well-being of our families

Combining innovation and humanization to achieve excellence is a vision that also reflects the approach that the CHU Sainte-Justine is taking with regard to its teams. We are advancing their skills and expertise, while building the best possible workplace for successfully managing current issues.

Participation in *Défi Meilleurs Employeurs*

In 2010, we were the only hospital centre among forty-eight companies who participated in *Défi Meilleurs Employeurs*, for which 564 staff members completed a questionnaire about the establishment and its human resources practices.

This exercise enabled us to get a better picture of the establishment as an employer in order to map out an action plan to improve our practices and become an employer of choice. Among our top strengths, respect and pride rated highest.

Project management training

In response to the recommendations produced by the *Gouvernail* project, the Project Management Office, supported by the Department of Education and Development and the company Sirius Conseils, developed and implemented a project management training program intended for administrators of the CHU Sainte-Justine. Offered on a repeat basis by the Project Management Office, this training program provides administrators with knowledge and common language to use regarding project management, while remaining focused on the establishment.

A skill enhancement plan for assistant head nurses

This enhancement plan aims to guide assistant head nurses in exercising their role more effectively as well as to enhance communication methods and increase meeting opportunities. Several group discussions were held during lunch breaks or before work shifts (evening and night). Topics covered this year included communicating with empathy, integrating new employees and interns, cultural diversity, and work delegation.

New employee integration workshop and manual

To support the arrival and integration of new employees, the Department of Education and Development published a manual for managers and their assistants, which recommends a simple, well-structured and effective strategy aimed at three objectives: to raise awareness about the importance of welcoming and integrating new employees, to help implement favorable practices and conditions, and to provide specific tools.

Development plan regarding civility in the workplace

One of our organizational development priorities is civility in the workplace. In 2010-2011, a development plan focusing mainly on transferring knowledge was created and is currently being implemented. By making employees and administrators aware of their responsibility for ensuring civility in the workplace for everyone, we are aiming to prevent situations of uncivil conduct in the workplace and give our staff tools so that they can act effectively in conflict situations in order to ensure a more harmonious work environment.

Virtual language learning campus

As of September, 2010, the Virtual Campus offers English, Spanish and Italian language training. Health care and social services employees serving English-speaking clients can participate in the English courses free of charge.



Launching of the MÊLÉPI project

Under the responsibility of the Department of Nursing Care, and in partnership with Ottawa Hospital and the Centre d'innovation en formation infirmière (CIFI), the *Modèle éventail de l'étendue de la pratique infirmière (MÊLÉPI)* project aims to promote skill development, leadership, and career advancement in the nursing practice.

Focused on three main areas consisting of skills, leadership and career development, the goal of this project is to encourage nurses to exercise their profession by using the full nursing scope of practice and to become the primary leader in decisions that affect the professional practice of nursing.

More specifically, the project aims to guide nurses at the CHUSJ in defining job function complementarity, most notably by redefining the nurses' roles and responsibilities, creating a reference structure for promoting the leadership of nurses in matters of importance to their professional practice, and to determine long-term indicators that will assist them in monitoring the project.

Thus far, stakeholders have participated in developing, planning and promoting this project, in addition to putting together work groups for the next phases.

New uniforms

Employees who work around our patients are now wearing different-coloured uniforms that make it easy to identify them. Thanks to these colors, patients, family members, and other health care professionals can easily recognize our nurses, auxiliary nurses, respiratory therapists, orderlies, dental medicine practitioners, and medical imaging technologists. More than 2 000 employees are proudly wearing the new colours of our establishment.

THE SAINTE-JUSTINE COLOURS



Modernization

The Grandir en santé modernization project aims to provide the CHU Sainte-Justine with the facilities that are required to meet the needs and expectations of mothers and children in the areas of specialized care, research, education, technology assessment, and health promotion.

Setup of a consultation process within the scope of *Grandir en santé*

The first phase enabled us to have a broad vision of our needs and plans. In January, 2011, we began the second phase by launching the clinical consultation process to discuss in detail the redesigning of hospital rooms and circulation flow as well as to determine the business processes that will have to be reviewed and reworked. Steering committees have been established by the transition management team in order to enhance the consultative process.



Call for tenders

In December, 2010, the CHU Sainte-Justine, in collaboration with the Ministère de la Santé et des Services Sociaux (MSSS) and Infrastructure Québec, announced a call for tenders in view of selecting a candidate who will be responsible for the design, construction, financing and delivery of the new buildings of the *Grandir en santé* project.

This project involves the delivery - keys in hand - of new structures that include the Specialized Units Building, the Research Centre, a multilevel underground parking facility, and a boiler house.

The signing of the contract agreement is expected to take place in 2012, following the selection of the candidate with the best proposal.



Completion of the manoir Ronald McDonald relocation project and open house in the new building

The Manoir Ronald McDonald relocation project has been completed, and an open house event was held in the new building in December, 2010. This relocation project marks an important contribution to the lives of patients and their families. The new building has a total surface area of 44 000 square feet and 50 single rooms instead of 35. ▼

A commitment to the community

The CHU Sainte-Justine has set up an information feedback mechanism for residents of the neighbourhood to better address any of their concerns, questions, and inquiries. A number of communication tools and methods regarding the Grandir en santé modernization project have been developed to encourage a climate of open dialogue with neighbours; to listen to their concerns; and to provide them with information regarding any current and future projects affecting the neighbourhood. These include a community information bulletin and a first meeting session.



Making information accessible

Efficient and effective delivery of clinical and administrative information in an establishment such as the CHU Sainte-Justine is a major challenge in itself. Thanks to helpful and user-friendly technology, it is now possible to make relevant information faster and easier to find and access by the proper people.

Monitoring of patients with new cardiac telemetry units: TI solutions

Thanks to donations from the Games for Hope Foundation, the Transplantation and Multispecialty Unit has been outfitted with cardiac telemetry, which is a technology that enables the care teams to remotely monitor the cardiac activity of young patients as they move about freely.

This new technology required that everyone in the unit take part in a training session last February and March to become familiar with the operation of the monitoring equipment, which consists of:

- Four wireless physiological monitoring units for intermediate care, enabling saturation, non-invasive blood pressure, and 5-lead electrocardiographic surveillance;
- Four telemetric devices that allow for 5-lead electrocardiographic surveillance;
- A wireless control centre linked to the telemetric devices and monitoring units for creating, modifying, moving and displaying patient profiles as well as for tracking them;
- A display screen for reading vital signs so that nurses on the floor can remotely examine curves for clinical interventions;
- An infrastructure required for data transmission from the monitoring devices by way of three wireless antennas;
- Web access to the control centre for clinical curve and data reading purposes.

The Intranet, a redesign project focused on user needs



Following several months of intensive work, a new Intranet site was implemented and launched. The redesign project paid particular attention to content organization based on user navigation habits so that this new Intranet site can meet their true needs. The user-based approach in the redesign process was cited at the Intracom conference as one of the best practices available on the market today, a recognition worth highlighting.

A number of activities were undertaken with users prior to moving ahead with the project as to ensure full objectivity during the redesign process: information-sorting activities, workshops, on-line questionnaires to improve content organization, and usability tests to ultimately make navigation on the new Intranet site easier and more user-friendly.

The new site exceeded all anticipated targets, with about one million recorded visits, four months ensuing its launch.



Nadia Desmarais,
Head of the Department of
Infection Control and Prevention

Technology and treatment methods: making educated choices

As part of our on-going concern to improve care quality and patient safety, the recent work undertaken by the Medical Technology and Treatment Modes Assessment Unit has generated quality information, based on reviews of scientific evidence and proven results generated from on-site evaluations. Here are two major accomplishments among the many seen in 2010-2011:

Evaluation of the implementation of insulin pumps for young patients with type I diabetes

Last year, the Ministère de la Santé et des Services Sociaux (MSSSS) requested that a pilot project be conducted on the use of insulin pumps on pediatric patients in four hospital centres, the CHU Sainte-Justine included, to guide them in the establishment of a reimbursement program for this type of device under the Régie de l'assurance maladie du Québec (RAMQ).

As the CHU Sainte-Justine has been designated as the coordinating centre of the evaluation project, our unit received a mandate by the Ministère de la Santé et des Services Sociaux (MSSSS) to identify the clinical, psychosocial, financial and organizational issues related to insulin pump therapy.

The evaluation primarily focused on the selection of a pump, installation of the pump, training on the pump, knowledge transfer to professionals and patients, management and distribution of pumps and supplies, patient monitoring, and budgets required for implementing this treatment option. The Technology and Intervention Modes Assessment Unit made a set of recommendations that will be used to set out guidelines for the development of a universal program for covering insulin pumps.

Reorganization of the Molecular Biology Laboratory

Due to certain issues caused by delays in obtaining genetic test results, the Department of University and Medical Affairs, who oversees the operations of the laboratories of the CHU Sainte-Justine, mandated the Technology and Intervention Modes Assessment Unit to support them in a business review of the Molecular Biology Laboratory.

The numerous issues related to managing a molecular biology laboratory were examined, in particular those that pertain to the management of a genetic testing laboratory. The assessment, which consisted of a literature review, compiling information about guidelines, and an audit of the CHU Sainte-Justine's Molecular Biology Laboratory, served to highlight certain observations and identify operational issues related to the laboratory.

The rising number of laboratory tests conducted at the CHU Sainte-Justine, the desire to have faster access to test results, and the constant evolution of technology require that the laboratory regularly undergo operational reviews.

To this effect, the Molecular Biology Laboratory is a point of particular attention because it conducts specialized tests that involve the use of complex technology for magnifying and sequencing human and microbial DNA, for which this evaluation was so important.



Insulin pumps



A culture of unquestionable quality

The CHU Sainte-Justine works relentlessly to achieve the highest standards of quality to ensure the safety of not only patients and their families, but also employees, volunteers, and doctors.

FACT international accreditation renewal without condition for the Cellular Therapy Program

The CHU Sainte-Justine's Cellular Therapy Program's accreditation with the *Foundation for the Accreditation of Cellular Therapy (FACT)*, was renewed without condition for another three years in April, 2010. This program includes hematopoietic stem cell, blood cord and bone marrow transplantations.

This international accreditation ensures that our families receive medical care that meets all of the cellular therapy standards of excellence and quality with respect to the clinical, laboratory and research aspects of the program. The request for the accreditation is a voluntary process, and the inspection is carried out by renowned peer transplant centres from around the world.

Implementation of new laboratory test requisition forms



To ensure patient safety and care quality, and to meet the requirements of Accreditation Canada, new standard laboratory test requisition forms have been implemented. In order to ensure the efficiency of laboratory operations, the implementation team first sought to collect user comments and suggestions, and then render a number of tools available on-line under the heading, *Clinical References*, under the subheading, *Laboratory*. They include reminder tools, interactive test requisition forms, and reference documents providing users with all of the required information for properly completing the requisition forms and verifying the identification of samples.



First-year accomplishments and successful implementation of AMPRO

Launched in June, 2010, the rollout of the multidisciplinary approach program for obstetric risk prevention, *AMPRO*, will be gradually implemented over a three-year period. It is aimed at patient safety, professional development, and performance improvement of health care professionals and administrators in the obstetric units.

The program's structure is based on proven principles of other highly reliable organizations (HRO), among which safety priority, effective communication, teamwork, putting hierarchy aside in emergency situations, emergency repetition and reflective learning are featured.

The team has already begun working on implementing the second module, *Working together*.

Integrated risk management

Following the adoption of new integrated risk management regulations, the Risk Management Committee of the Board of Directors is exercising its monitoring role in compliance with its legal mandate to ensure the application of these measures during a major event.

The Committee also makes sure that support measures are available to individuals who experience an adverse event. A new operations committee, composed of clinical and administrative directors, has been given the responsibility of carrying out followups on investigations and overseeing the coordination of impact strategies for the entire organization.

A new risk management work group is currently collaborating on the development of common tools, bringing their individual expertise to the table by demonstrating how they work and delivering presentations on investigative assessment methods in the area of risk management. All of these elements will ensure a synergy of interventions during any major event, with improved complementarity between services for increased efficiency.

Better understanding leads to better cures

Researchers at the CHU Sainte-Justine are continually multiplying their research efforts, eager to make new scientific discoveries that will pave the way to new knowledge and medical breakthroughs for our mothers and children. As a world-class research centre recognized in this field, the CHU Sainte-Justine conducts research of the highest caliber because better understanding leads to better cures.

Major scientific initiatives



Child development and perinatology

Dr. William Fraser

In partnership with the CHU Sainte-Justine Health Promotion Centre, Dr. William Fraser is directing a longitudinal study on 5 000 families in Quebec and Ontario called, *Étude 3-D pour « Découvrir, Développer, Devenir »*. With funding of \$10 million, this study could revolutionize science and our understanding about the effects of perinatal factors on child development, particularly those related to prematurity, assisted procreation, intrauterine growth delay, and congenital malformations. This is the first major study to ever involve a cohort of births primarily from Quebec.



Dr. Philip Awadalla



Dr. Guy A. Rouleau

Genetics

An important milestone was achieved this year, making CARTaGENE, one of the largest and most powerful databases and biobanks for genetic research in the world. Consisting of the largest collection of data and samples from 20 000 recruited Quebecers, this database will enable researchers from around the world to develop better diagnosis, treatment and disease prevention programs for such serious diseases as heart disease, diabetes, and cancer. The co-directors of the project are Dr. Philip Awadalla and Dr. Guy A. Rouleau ; operations of the project have been turned over to the CHU Sainte-Justine.



Pediatric oncology

Dr. Daniel Sinnett

Dr. Daniel Sinnett is directing a research and development program on clinical diagnostic and treatment strategies for childhood leukemia. This multidisciplinary and interuniversity program will enable researchers to take advantage of cutting-edge genomic tools to spearhead breakthroughs in the field of biomedical, clinical and translational research. The Terry Fox Foundation, in collaboration with the CIHR's Institute of Cancer Research, has awarded a grant of \$2 million to support the study, a first major grant of this kind to ever be awarded in the field of pediatric oncology.



Nanotechnology

Dr. Renaldo Battista

The Research Centre launched the Ne3LS Network, a knowledge network on the ethical, environmental, economic, legal and social issues regarding nanotechnology. Directed by Dr. Renaldo Battista, the aim of the network is to monitor research in nanotechnology and emerging issues relative to nanotechnologies. This network provides participating members with a unique platform for knowledge exchange, beneficial to basic scientists, social scientists, governments, industries, and the public.

Genomics

Thanks to a partnership with *Life Technologies*, the Research Centre acquired next-generation DNA sequencing technologies, which have enabled Dr. Sinnett to demonstrate his leadership in genomics and obtain research grants of \$3.4 million during a recent *Génome Québec* competition. These funds will enable researchers to study the origin, in particular the genetic origin, of congenital heart malformations and anomalies of the nervous system in the embryo as well as to improve diagnostic tests used for screening scoliosis.

International team, international breakthroughs



Dr. Mark Samuels



Dr. Jacques Michaud



Dr. Guy A. Rouleau



Dr. Anick Bérard

Thanks to its unique leadership in the field of mother-child health, the Research Centre welcomed six new researchers and also hosted a large number of researchers on sabbatical.

This year, a higher number of studies led by researchers at the CHU Sainte-Justine Research Centre were published in scientific journals, and with a higher impact factor. These include studies that they either led or contributed to through international collaborations. In total, 37 studies were published in journals with an impact factor greater than 10, among which 11 studies were published in journals with an impact factor greater than 25. Some of these journals include: the *New England Journal of Medicine*, *Nature Genetics*, *Science*, *Lancet*, and *Nature Medicine*.

Among the Centre's many scientific breakthroughs that garnered much international recognition this year include: the discovery of how three genes contribute to fetal and childhood growth retardation, abnormal development of body parts, and cancer (Dr. Mark Samuels and Dr. Jacques Michaud, *Nature Genetics*); the discovery of the role of mutations as genetic factors predisposing to autism and schizophrenia (Dr. Guy A. Rouleau, *American Journal of Human Genetics*); the discovery of a gene that appears to be linked to brain size, a key differentiator between humans and other mammals (Dr. Mark Samuels, *American Journal of Human Genetics*); and the discovery of increased risk of miscarriages associated with the use of antidepressants during pregnancy (Dr. Anick Bérard, *Canadian Medical Association Journal*).

Strategic activities and university life

This year, the Research Centre submitted its strategic plan for 2011-2015 to the Fonds de la recherche en santé du Québec, one of its primary funding sources. The plan presents the Centre's strategic directions for each of its six research hubs and broad development prospects for the next four years.

The *Conférences scientifiques du vendredi*; the annual researchers retreat; the retreats for each of the research hubs; the student conference and ceremony, during which a total of \$500 550 in bursaries were awarded to 25 students; and the many scientific events organized by its near 200 researchers also greatly contributed to the Research Centre's advancement this year.



Four researchers from the CHU Sainte-Justine made it onto the Université de Montréal's top 10 media star list

- **Sylvana Côté:** Effects of Child care services on building immunity against infections.
- **Maryse Lassonde:** The important role of the mother's voice in activating parts of the brain responsible for language development in newborns.
- **Francine Ducharme:** Neutral and negative influence of alternative therapy for treating asthma.
- **Linda S. Pagani:** Impact of early exposure of TV on toddlers.

Leadership in Quebec and Canada

The CHU Sainte-Justine Research Centre maintains its position as a provincial and national leader by participating in important health networks, such as the 3D study, CARTaGENE, Ne³LS, the Qualité des soins, gestion du risque obstétrical et du mode d'accouchement au Québec (QUARISMA), the Réseau de médecine génétique appliquée (RMGA), and the ABLE evaluation trial on the effects of storage duration of blood products on adults treated in intensive care.

A true knowledge centre

From succession planning, continuing education to knowledge transfer, teaching at the CHU Sainte-Justine is present in every area of activity. In addition to the creation of the Clinical Skills and Attitudes Learning Centre, here are a few more of this year's highlights.

Soirées parents en tournée; criss-crossing Quebec for a third year in a row

Always eager to outreach to parents outside of its four walls, the CHU Sainte-Justine took **Soirées parents en tournée**, a conference program that is becoming increasingly popular, out on the road once again in 2010-2011.

Self-esteem, academic motivation, and discipline were the most sought-after topics by parents. Once again, these meetings proved to be an excellent way of transferring scientific knowledge to people and health care professionals across Quebec. The lecturers criss-crossed 11 regions of the province: from Abitibi to the Magdalen Islands, from Outaouais to Estrie, from the Laurentians to the Quebec Region and Témiscouata. In all, more than 2 700 parents attended the lectures, at an average of 98 participants per conference.

Expertise in breastfeeding support

The ALEXIA project aims to develop nursing expertise in breastfeeding support. It is a structured coaching and mentorship program designed to enhance the support provided by nurses within the scope of the breastfeeding program for families staying in the mother-child units at the CHU Sainte-Justine.

Coordinated by a breastfeeding consultant, all of the nurses of the mother-child units are each attributed a mentor from the care team. Acting as models, the mentors coach and help the nurses through their reflection and development process, in line with their clinical practice, in order to hone their observation skills regarding behaviours that foster encouragement opportunities when delivering breastfeeding support to hospitalized families.

The mentors also look for a variety of practical opportunities so that nurses can gain good experience and learn to use different strategies for offering encouragement all throughout this personalized approach tailored to the needs of each family. The mentor preparation phase was completed in the spring of 2011, and the coaching phase is expected to begin in fall of 2011.



Training for our French colleagues at FISAF

For a second consecutive year, the Marie Enfant Rehabilitation Centre (CRME) shared the Quebec rehabilitation intervention philosophy with administrators and therapists of the Fédération nationale pour l'insertion des personnes sourdes et aveugles en France (FISAF).

During this exchange, the CRME presented the PAPI (*préparation au plan d'intervention*) information-gathering tool for parents and children, used to identify the needs and priorities of both the child and parents in preparation for the rehabilitation process. Representatives from the CRME also gave a presentation on their *Club des Super Amis* group intervention program, an initiative of the Communication Disorders Program.

Participants registered in this learning workshop had the opportunity to exchange on the intervention plan process, development of interdisciplinary objectives, interdisciplinary work, and possibility of tailoring the proposed tools to the current service and intervention models used in their establishment. They expressed great satisfaction with regard to the shared notions, recommended knowledge-sharing process, and support for the proposed appropriation of the intervention tools. The participants' positive experience gained from this exchange will enable rehabilitation staff and administrators to continue their consideration and review process regarding interventions with their clients.

We are very proud to have been able to share all of our knowledge and expertise regarding our client-centered approach and the client's involvement in the preparation of their rehabilitation program.

Education through reading

In 2010-2011, Éditions du CHU Sainte-Justine released 13 new publications on a wide variety of topics, such as competitive sports, school life, stress in children, sibling rivalry, parental separation and shared custody, etc.

Éditions has a catalog that features about 160 titles in circulation, many of which have been translated into other languages. Over 100 000 copies of these titles were sold in 2010-2011.



Pursuing its mission with great enthusiasm

One year after the signing of the agreement between the CHU Sainte-Justine and HEC Montreal, marking its creation, the Sainte-Justine School for Context-based Health Management continues to pursue its mission to hone the cross-disciplinary and operational skills of participants and to develop context-based training content and coaching methods that are on the cutting edge of management research and applicable to the healthcare network.

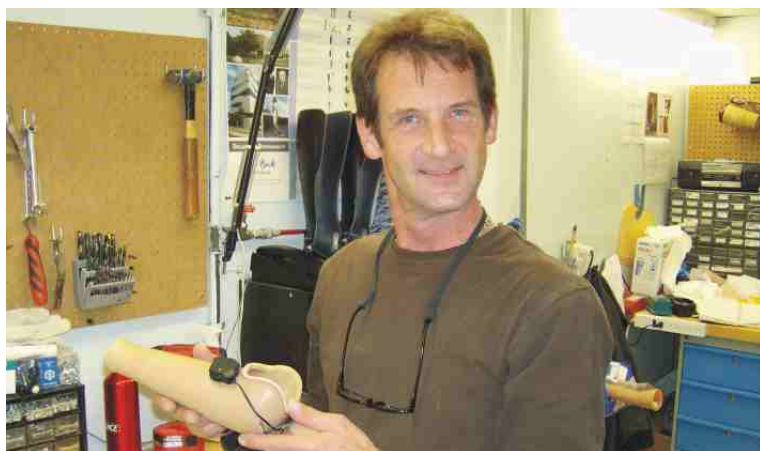
The vision and mission of the Justine School of Context-based Health Management are in line with those of the CHU Sainte-Justine. For this reason, it has identified and developed projects that are in line with the 2011-2014 strategic directions as well as with the elements of cross-disciplinary culture.

The following are the three major projects that have been deployed this year:

- **Performance and Scorecard:** This project focuses on providing coaching for the deployment of the balanced scorecard. It has already begun with the development of a strategic card and indicators for the Mother-Child Health Program, which will then be applied across the entire organization.
- **Change Management:** This project is focused on establishing a change management methodology regarding the humanization initiative, which will be made available to administrators in charge of change management projects, tailored to the organizational context of the CHU Sainte-Justine.
- **Networking:** This project focuses on providing coaching for the development of a vision for laboratories of the future.

A place for children and their families

At the Marie Enfant Rehabilitation Centre (CRME), all activities are aimed at offering the most advanced care to children and teenagers with motor or speech-language disorders. In accordance with the philosophy of the CHU Sainte-Justine, the CRME delivers care based on a personalized approach that is centered on the special needs of its young patients and their families.



Creation of a first heating prosthesis: an innovation that benefits young amputees

A team from the Technical Aids Program, composed of Céline Goyette, Orthotic/Prosthetic Technician, and Jean-Yves Létourneau, Orthotic/Prosthetic Mechanic, developed a prosthesis specially adapted for the arm of a young skiing monitor.

After noticing that the contact of the prosthesis socket on the skin was contributing to cooling the limb, a heating mechanism activated by a small, well-concealed switch was inserted to heat the inside of the socket. This is the first heating sports prosthesis that will likely see continued success!

Launching of the *Transition école vie active (Teva)* 2011 Project

The CRME, together with the Lucie-Bruneau Rehabilitation Centre, developed a program for teenagers 15 to 18 years of age registered with the Centre that will provide them with an innovative, valuable and unique experience. For four weeks, some ten teenagers with motor disorders will have the chance to gain experience as volunteers at the CRME, based on their talents and abilities, in view of fostering their social participation and work integration.



Let's move!

Created on the initiative of the CRME Awareness Committee, in collaboration with Viomax, the *Défi sportif* awareness day for the promotion of physical activity took place in June, 2010, under the theme, *Let's move!*

More than sixty children and youths of the CRME, accompanied by over one hundred parents, brothers, and sisters, participated in demonstrations of different physical fitness activities along with rehabilitation specialists, adapted sports experts and athletes, such as paralympic fencer Pierre Mainville, winner of five World Cup medals, and breakdancer Luca Patuelli, also known as Lazy Legs, who took part in the opening ceremony of the Vancouver Paralympic Games.





From left to right: Thalys, Céleste, Saad, Frédérique, Ludovik, Maxime, Nicola, and James-Thomas.

Medieval therapy camp

In the summer of 2010, the second edition of the Unimpaired Upper Limb Restraint Camp was held for hemiparetic children between 6 and 9 years of age. This therapy is defined as the forced restraint of the unimpaired arm using a splint in order to enhance the use and motor function of the impaired arm. Under a Medieval theme, a total of 8 princes and princesses wore a splint on their unimpaired arm for five hours a day, for twelve days, to improve the mobility of their paralyzed arm.

Clinical evaluations have shown improvements in the daily lives of these children in terms of strength, coordination, grasp, and balance.



A special adapted physical activities program

Since September, 2010, the Marie Enfant Rehabilitation Centre (CRME), in association with its partner VIOMAX, a non-profit organization specialized in the area of adapted sports, offers a unique adapted physical activities program intended for children 6 months to 10 years of age with physical or speech-language disabilities.

As the only rehabilitation centre currently offering such a program to children with disabilities as young as six months old, the CRME is giving children and their families a chance to discover the many benefits of physical activity. Swimming, gym activities, such as circus arts, basketball, volleyball, and in-door hockey are all part of the program.



Christmas party: about 300 children attended the sixth annual Christmas party of the CRME and the Fondation Mélio last December, 2010. The event took place in the adapted hall of the Centre culturel et sportif Regina Assumpta, in collaboration with the Fondation Enfants En Tête.



Proud partner of the Marie Enfant Rehabilitation Centre of the CHU Sainte-Justine

The Fondation Mélio contributes to the development and self-actualization of 5 000 children with disabilities who make annual visits to the Marie Enfant Rehabilitation Centre (CRME) of the CHU Sainte-Justine by supporting research, equipment acquisitions, and innovative projects in pediatric rehabilitation.

In 2010-2011, the Fondation Mélio funded 20 projects that amounted to \$350 000, mostly through its *Réadap – Innovation* program and humanization of care initiative.

The *Réadap – Innovation* program was created in 1995 on the initiative of the directors at that time. It aims to maintain and generate interest on behalf of the entire staff to develop and introduce innovative projects aimed at improving the quality of life of the children treated at the CRME as well as the quality of the care and services provided to them.

So far, \$2 656 823 have been invested in clinical and technology projects. For example, funding from the Fondation Mélio was used to set up a day therapy camp using forced restraint of the unimpaired upper limb for children treated in the Cerebral Motor Deficits Program, acquire therapeutic baths for the In-patient Unit, and purchase three mobile clinical communication systems for speech therapy services in specialized schools that receive children treated at the CRME.

Several other projects directly benefiting children with motor disabilities, communication disorders, or multiple disabilities, were completed in the course of the last year. They can be viewed on the Fondation Mélio's website at www.fondation-melio.org.

Looking forward to the future, the Fondation Mélio proudly contributes to the independence and well-being of children and families of the CRME and thanks all its partners.

A fruitful first year at the Health Promotion Centre

The Health Promotion Centre of the CHU Sainte-Justine develops, implements and evaluates specific prevention and health awareness programs for mothers, children, and teenagers of Quebec.

In 2010-2011, the Centre underwent an intense development phase. In accordance with the hospital's strategic plan, the five strategic directions that will support the deployment of the Centre's activities for the next three years have been defined:

- 1 Health portrait of mothers and children 0-18 years of age, priority problems and effective interventions;
- 2 Breastfeeding promotion and support;
- 3 Health awareness, prevention and screening programs;
- 4 Health Promoting Hospital (WHO accreditation);
- 5 Well-being of the CHU Sainte-Justine community.

For each of these strategic directions, the Centre launched or supported the development of several projects with funding from the Sainte-Justine UHC Foundation, of which \$1.5 million primarily came from the Centre d'excellence en promotion de la santé 0-5 ans that is supported by the Lucie and André Chagnon Foundation.

Among the key projects that really took off this year include:

- The health portrait of mothers and children 0-5 years that aims to determine the most pressing issues and promising prevention and health promotion interventions in order to select the interventions to be implemented over the next few years.
- Breastfeeding at the CHU Sainte-Justine - today and tomorrow , a mandate from the executive management team to produce a report on this subject and recommend a vision of the future by identifying potential strategies for best practices regarding breastfeeding support and promotion at the CHU Sainte-Justine.
- A series of electronic information capsules intended for families on a wide variety of topics regarding pregnancy, child development, and pain management to be broadcasted on monitors in waiting rooms, in other establishments of the health care network, and on the web.
- A health promotion and prevention project competition proposed by clinical staff of the CHUSJ, which led to the funding of six new projects to be developed in 2011-2012.
- Evaluation of the healthy snack machines, located by the main entrance of the hospital, to assess the use of the machines and appreciation of this new concept by users. Its positive results are encouraging the implementation of this new concept in other health care establishments, community centres, sports centres, and schools.



Overall, 2010-2011 enabled the Health Promotion Centre to launch a program filled with projects that will deliver concrete results and benefits for mothers and children.

The CHU Sainte-Justine Foundation Support to do better and more

It is thanks to strong support from the community that the CHU Sainte-Justine Foundation was able to raise a total of \$23 million in donations this past year, greatly surpassing its initial objective and marking a turning point in its history of support to its mother-child university hospital centre. Here is a brief overview of some of the most memorable moments of the year, demonstrating just how dynamic philanthropy is at the Sainte-Justine UHC Foundation.

Philanthropy had a much younger face this year as a record number of young professionals, young parents, students, and school children took on some of the most exciting challenges in support of sick children.

- Having left an indelible mark on all of us, **Joanna Comtois** will be forever remembered in our history for having created a **fund dedicated to research on solid tumours**. Following in her footsteps, several dozen youths have become involved in philanthropy by orchestrating their own fundraising campaigns and creating donation pages.
- More than 10 000 students from eleven schools in Laval, the Laurentians, and Lanaudière created the largest chain of solidarity ever to draw so many sign-ups to support the cause of sick children. Having raised a sum of \$449 920 for Sainte-Justine, the **Course 3L pour l'enfance** enabled the CHU Sainte-Justine to equip all of its intensive care units with intelligent beds that allow for faster and more precise diagnoses thanks to simultaneous processing of some one hundred variables that help the intensive care team to act swiftly in critical moments.
- Embracing the urgent need for neonatal care, the **Young Leaders Circle** came together yet again by holding two successful events involving young professionals and business leaders: the Winter Triathlon with the Pierre Boivin Challenge, and the *Lueur d'espoir* family discovery event. An ally of the Foundation for over ten years, the YLC has raised over \$2.6 million for neonatal care so far.

For almost 25 years now, the community has been playing an important role that never seems to run out. It is thanks to the community's loyal commitment and support that we are able to make our most ambitious dreams come true. And this is why the CHU Sainte-Justine is able to do better and more for sick children.

Each and every year, some 250 willing and generous event organizers outdo themselves to help our patients. It is just not possible to imagine the Foundation without the presence of all its devoted donors.



During the Course 3L pour l'enfance, about 10 000 elementary and high school students ran in the streets of their neighbourhoods to raise dollars for Sainte-Justine children.

The *Cachou* tournament, the *Grand sapin de Sainte-Justine* event and our signature event Hugging Month 2010-2011 all turned out to be the biggest yet. To add to its so many success stories, the Foundation also launched the *Ogilvy en fête* event, a new festive tradition that celebrates the magic of Christmas.

The words *marmots* and *toutous* strongly resonated throughout Quebec in 2010-2011. Sponsored by Playhouse Disney, and directed in collaboration with the Association québécoise des CPE, the *Des marmots en santé* contest invited Quebecers to vote on children's words submitted by participants online and raise donations to support the cause of sick children.

The CHU Sainte-Justine Foundation made its mark on Facebook by gathering **50 000 fans with the objective of giving 5 000 teddy bears to hospitalized children**, demonstrating loud and clear that, at the

CHU Sainte-Justine, caring for children is more than just about delivering medical care. Recognized as one of the most successful social media campaigns ever in Quebec, **50 000 adeptes = 5 000 toutous** achieved its objective in less than five weeks.

Donors of the Foundation showed their unsparing support for many of our research programs through a number of fundraising campaigns. Among some of these programs included research programs in oncology and Crohn's Disease.

Such promising developments and equipment replacement initiatives would not be possible only with public funding. The Foundation and the loyalty of its donors demonstrate the important role that philanthropy plays in delivering care to children.

International exposure



An international vision for the health of mothers and children

The CHU Sainte-Justine ensures its presence on the international stage by sharing its expertise in more than 20 countries.

As such, the CHU Sainte-Justine has a long tradition of international collaborations, whether they are in the form of institutional, humanitarian or trade missions. These collaborations are at the heart of our mission and make it possible to improve the health of mothers and children through the knowledge-building experiences they bring not only to Quebec, but also to partnering countries.

This year was no exception as many activities were successfully carried out thanks to the motivation of our teams and our internationally recognized leadership in the field of health care for mothers and children.

Conclusion of the Mission Egypt 2011 agreement

In September, 2010, the cardiac sciences team of the CHU Sainte-Justine signed an agreement with the NGO Chain of Hope to send a team of medical doctors and surgeons to Egypt the following April to treat poor children suffering congenital cardiopathies and to transfer their clinical expertise to the Egyptian medical team of the Heart Center of the Aswan University Hospital.



An integrated health care program for vulnerable population groups in Haiti

This past year, an important partnership agreement was signed as part of the Integrated Health program for Haiti, headed by the Canadian Red Cross and organized in conjunction with the CHU Sainte-Justine, the International Health Unit of the Université de Montréal, and the Public Health Department of the Agence de la santé et des services sociaux de Montréal.

As part of this program, the CHU Sainte-Justine will collaborate in reconstructing and strengthening the health care system in the southeast of Haiti and will provide institutional support and strengthen the capacities of the clinical and administrative teams of the four targeted institutions.



This five-year program of \$25 million will make it possible to reconstruct and strengthen the health care system for the most vulnerable groups in four districts in the country's southeast. It will aim to maximize positive, long-term health outcomes for Haitians by improving access to quality health services for mothers, newborns and children, and by strengthening community resilience in terms of community care and first aid.

A successful year for the Réseau mère-enfant de la Francophonie



Uniting 20 major university hospital centres from 10 different countries, the Réseau mère-enfant de la Francophonie (RMEF) supports the development of best practices in health management, research, education and care. The CHU Sainte-Justine has been presiding the network since its inception in 2002.

The RMEF had a very successful year in 2010. Following a network and activities consolidation period, the RMEF network entered its operational phase in its four sectors of activities: management, research, education, and care. The successful turnout of the Liège conference and the dynamic discussions of the board meeting in Brussels and Lyon are the result of the network's clear vision.

In 2010, after eight years since its inception, the RMEF has extended its event all the way to Belgium, with the participation of the CHR de la Citadelle in Liège and hospitals of the IRIS network in Brussels. The 2010 conference held in Liège and Brussels under the theme, *L'Enfant différent, du diagnostic à la vie sociale*, served to gather the concerns and issues regarding maternal and pediatric medicine of interest to countries on both sides of the equator. The program was broken down into four topics: internships for health care professionals; seminars on perinatal care management; peer conferences and regular meetings; and exchange opportunities between participants and professionals of Belgium.

Partners of the RMEF

EUROPE

Réseau IRIS des Hôpitaux publics de Bruxelles, Belgium
CHRU de Lille, France
Les Hospices Civils de Lyon, France
CH Régional de la Citadelle, Liège, Belgium
Hôpitaux Universitaires de Genève, Switzerland
CH Émile-Mayrisch, Esch-sur-Alzette, Luxembourg
Assistance Publique des Hôpitaux de Paris – Hôpital Armand-Trousseau, France
Assistance Publique des Hôpitaux de Paris – Hôpital Robert Debré, France
Assistance Publique des Hôpitaux de Marseille, France
CHU de Nantes, France
Assistance Publique des Hôpitaux de Paris – Hôpital Necker – Enfants malades, France
CHU de Bordeaux, France

MIDDLE EAST

Hôtel-Dieu de France, Beirut, Lebanon

NORTH AMERICA

CHU Sainte-Justine, Quebec
CHU de Québec, Quebec
CHU de Sherbrooke, Quebec

AFRICA

CHU d'Antananarivo, Madagascar
Centre mère et enfant de Yaoundé, Cameroon
CHU de Mongi Slim, Tunisia
CHU IBN Sina de Rabat, Morocco

Activity coordination for mothers and children of Quebec

The Networking Activities Centre's new contact centre

To ensure the coordination and piloting of the CHUSJ's networking activities, the Network Activities Centre has set up a contact centre that operates 24 hours a day, 7 days a week. This one-stop-shop service enables referral, internal and external partners to quickly get in touch with a specially trained network nurse to have their clinical, academic, health promotion, assessment, management inquiries addressed; or as part of a non-clinical and administrative service agreement.

More specifically, network nurses work in collaboration with internal teams to redirect obstetric and neonatal care transfer requests to other establishments, when the referral centre is not able to meet the demand. The nurses facilitate the safe transfer of patients within the prescribed timeline by gathering all of the clinical information and establishing an agreement with the receiving centre. To carry out this critical task, the nurses have, over time, developed and maintained partner relations with secondary and tertiary care centres across Quebec.

Fostering a better care continuum

Network nurses also play an important role in returning information to referral doctors. This network activity is vital to the care continuum, and the nurses contribute to this important activity by collecting patient admission information and transferring that information within 24 to 48 hours following admission.

Furthermore, these nurses also look after sending medical referrals for complex situations to network clinics. They also participate in many different hospital activities and develop tools to enhance work complementarity and the continuum between first-, second- and third-level services.

Teams who continue to outshine

It is thanks to the skills of these teams and their collaboration at all levels that the CHU Sainte-Justine maintains its reputation as a high place of knowledge, research, innovation, education, knowledge transfer, and a leading reference centre in mother-child health. We would like to thank each and every one of them and to extend our many congratulations to the winners of the following awards and distinctions.

Denis Lebel, Jean-Marc Forest, Isabelle Goyer, Gabrielle Ferland and collaborators of the Department of Pharmacy
Citation received at the *Soirée des mérites et des Prix Francopub 2010* of the Office québécois de la langue française

Jessica McMahon and Maxime Thibault,
Pharmacists SCPH Award - A.P.E.S.

Jean-François Bussi res, Head of the Department of Pharmacy
Specialty Practice Award of Excellence

Julie Tremblay, Perfusionist
Alec D. Thorpe Award

Dr. Diane Francoeur, Head of the Department of Gynecology and Obstetrics - Outstanding Women Award from the Weizmann Institute of Science

Marthe Robitaille, Nutritionist
Professional Training Supervisor Award in Nutrition 2010 from the Universit  de Montr al

Julie Paquette, Lysanne Daoust, and Dominique Vall e,
Nurses, Bursaries from the Gustav Levinski Foundation

Pierre Boivin, President of the Board of Directors of the CHU Sainte-Justine Foundation
Appointment as Officier de l'Ordre du Canada

Marie-Paule Ceuppens, Executive Director of the Fondation M lio of the CRME
One of the three winners of the national *Donnez au suivant* national competition

Carl- ric Aubin, Researcher
Young Scientist Award, Foundation of the Stars

Dr. Renaldo Battista, Researcher
Nominated as President of the Board of Directors of the Canadian Agency for Drugs and Technologies in Health, and President of the Health Advisory Board of Canada and the Public Health Agency of Canada

Dr. Francine Ducharme, Researcher
IMS Brogan Award

Dr. Catherine Herba, Researcher
Monique-Gaumont Award

Dr. Hubert Labelle, Researcher
Award for the application of knowledge of our research ambassadors

Dr.  mile L vy, Researcher
Fellowship from the Canadian Academy of Health Sciences

Dr. Anne-Monique Nuyt
Desjardins S curit  Financ re Award of Excellence
Distinction from the Heart and Stroke Foundation of Canada

Dr. Guy A. Rouleau, Director of the Research Centre
Science Career Award, Foundation of the Stars

Students, Bursary Recipients at the Research Centre
The Foundation of the Stars and the CHU Sainte-Justine Foundation jointly awarded a total of \$500 550 in bursaries to 25 students at the Research Centre of the CHU Sainte-Justine.

Organizing Committee of the CHU Sainte-Justine for the Semaine de l'inhaloth rapeute 2009
Citation of honour by the Ordre professionnel des inhaloth rapeutes du Qu bec

Department of Pharmacy
Awarded Le fran ais dans les technologies de l'information Prize at the Gala des OCTAS 2010 for the digital identity project

Immunology Centre
Recognized by the Canadian Society for Immunology as a centre of excellence in treatment and case management of patients with immune disorders

Marie Suzanne Lavall e, Director of Quality and Risk Management
Nominated as President of the Quebec Chapter of Canadian College of Health Leaders

Winners of the 2010 Recognition Awards Program



Dr. Michel Lemay
Career Award
Council of Physicians,
Dentists, and Pharmacists



Dr. Louis Crevier
Succession Award
Council of Physicians,
Dentists, and Pharmacists



Lucie Fortier
Career Award
Council of Nurses



Samira Harakat
Succession Award
Council of Nurses



Alain Bibeau
Career Award
Multidisciplinary Council



Marie-Ève Roy
Succession Award
Multidisciplinary Council



Josée Brosseau
Career Award
Multitechnical Council



Élisabeth Boucher
Succession Award
Multitechnical Council



Hélène St-Pierre
Management Award
Mother-Child Health Program



Héléne Dubé
Manager of the CRÈME
des jardiniers 2010
Organizational Community
Involvement Award



Dr. Jacques Michaud
Research Award



**Isabelle Arcand, Geneviève Lane,
Isabelle Fontaine and Nathalie Martin**
Practice Committee – Illustrated format
of intrapartum support standards
Teaching Award



Dr. Sarah Bouchard and the medical records team
Completion of incomplete medical records
Award of Excellence, Administration and support category



Maryse Cloutier and the TEVA project team
Award of Excellence, Clinical category



**Annie Lacroix, Louise Garand, Linda Bureau,
Chantal Asselin, and Francine Lalumière**
Redesign of the NICU, a successful *Grandir en santé* modernization project.
Work Organization and Change Management Award



Nicole Boudreault
Takeover and development
of grief support in the perinatal
and neonatal care units
Humanization Award



**Dominique Vincent, Dr. Céline Laferrière
Sheila Comerford and Dr. Bruce Tapiero**
Organizational Award - H1N1 campaign



**Jean-François Bussiès
and the interdepartmental project team**
SARDM Project – Implementation of the medication circuit
Hospital Environment Safety and Quality Award



Work of
Eugène Jankowski

Statistics and Photos for 2010-2011¹

The CHU Sainte-Justine is composed of:

5 309 employees² fully committed to their work in our establishment, recognized as **the mother-child university hospital centre of Quebec, the largest mother-child centre in Canada, and one of the top four in North America;**

523 doctors, dentists, and pharmacists, practicing in a highly innovative environment, where knowledge is generated and shared everyday, putting patients and their families at the heart of everything we do;

1 452 nurses and auxiliary³ nurses delivering quality care in line with our vision of excellence;

1 064 health care professionals⁴ contributing to our unique expertise;

196 researchers⁵ striving to create new knowledge in clinical care, health promotion, and rehabilitation in a research centre of world renown;

300 dynamic volunteers who are dedicated to the well-being of mothers and children;

4 000 interns and students of all disciplines receiving clinical training in the largest pediatric teaching centre in Quebec affiliated with the Université de Montréal, and a leader in Canada.

The CHU Sainte-Justine also includes:

18 698 hospitalized patients⁶
3 520 births
10 542 operated patients
203 276 visits in outpatient clinics
64 818 consultations in pediatric emergency
484 beds

¹ Year ending on March 31, 2011.

² Including the employees of the Research Centre

³ Including the nurses of the Research Centre

⁴ Including the following categories: clinical, technical, and research professors.

⁵ October 2010 research stats (last version available)

⁶ Total number of admissions (short- and long-term)

⁷ Stats from the Department of Clinical Services



Administrative Data

Summary of admissions by region of residency

Region of residency	% of cases
Montreal	48,73
Other regions	51,27

Activities		2010 - 2011	2009 - 2010
Hospitalizations	Total number of admissions	18 698	18 209
	Number of admissions in neonatal intensive care	1 202	1 056
	Number of admissions in hematology/oncology	1 019	1 105
	Number of admissions in multispecialized care	1 213	1 254
	Number of admissions in infectious diseases	705	721
	Number of admissions in pediatric intensive care	418	465
	Number of admissions in adolescent medicine	655	729
	Number of admissions in surgery / trauma care	2 862	2 686
Deliveries	Number of deliveries	3 520	3 429
Surgery	Number of operated patients	10 542	10 022
Transplants	Total number of organ transplants	12	18
	Heart transplants	0	3
	Liver transplants	6	11
	Kidney transplants	6	4
	Total number of bone marrow transplants	43	40
	Autologous bone marrow transplants	17	13
	Allogeneic bone marrow transplants	26	27
Ambulatory care	Number of visits in outpatient clinics	203 276	193 087
Day-patient care	Number of days-treatments	29 882	28 878
Pediatric emergency	Number of visits in emergency	64 818	61 721
Rehabilitation	Total number of admissions	286	348
	Number of admissions to the Intensive Functional Rehabilitation Unit	108	144
Teaching	Number of students/college, university, professional interns	+4 000	+4 000
Research	Total number of researchers (as of April 30, 2010)	196	196
Employees	Total number of employees at the CHUSJ (including research)	5 309	5 153
	Total number of administrators (including research)	171	-
	Number of nurses and auxiliary nurses at the CHUSJ (including research)	1 452	1 392
	Number of health care professionals at the CHUSJ (including research)	1 064	1 036
	Ancillary services	455	-
	Office employees (including research)	702	-
	All other hospital employees (including research)	895	-
Volunteers	Number of volunteers	±300	±300
Doctors, dentists, and pharmacists		523	510
	Number of doctors	458	445
	Number of dentists	25	29
	Number of pharmacists	40	36

Financial Report

OPERATING FUND RESULT SUMMARY Year ending on March 31, 2011	Current year (in dollars)	Previous year (in dollars)
PRINCIPAL ACTIVITIES		
REVENUES		
Agence de la santé et des services sociaux	291 871 338	275 717 596
Other revenues	18 083 901	15 225 164
	309 955 239	290 942 760
EXPENSES		
Salaries, group benefits, fringe benefits	206 131 357	203 331 357
Other expenses	100 813 159	98 420 775
	306 944 516	301 752 132
EXCESS of revenues over expenses (expenses over revenues)	3 010 723	(10 809 372)
EQUITY AND INTERFUND CONTRIBUTIONS		
Capital asset fund	(750 468)	(483 297)
Restricted fund		8 475 103
EXCESS of revenues over expenses (expenses over revenues) After equity and interfund contributions	2 260 255	(2 817 566)
ANCILLARY ACTIVITIES		
REVENUES		
Public and parapublic funding	31 553 199	29 583 003
Corporate and other revenues	21 054 626	16 918 729
	52 607 825	46 501 732
EXPENSES		
Salaries, benefits, fringe benefits	31 805 679	29 241 214
Other expenses	22 590 834	19 205 025
	54 396 513	48 446 239
EXCESS of revenues over expenses (expenses over revenues)	(1 788 688)	(1 944 507)
EQUITY AND INTERFUND CONTRIBUTIONS		
Capital asset fund		428 451
Restricted fund		613 433
EXCESS of revenues over expenses (expenses over revenues) After equity and interfund contributions	(1 788 688)	(902 623)
TOTAL OPERATING FUND		
EXCESS of revenues over expenses (expenses over revenues)	1 222 035	(12 753 879)
EXCESS of revenues over expenses (expenses over revenues) After equity and interfund contributions	471 567	(3 720 189)

Note: The authorized deficit target was (\$2 850 000) in 2010-2011 and (\$3 800 000) in 2009-2010.

YEAR-END REPORT

MARCH 31, 2011

ASSETS	Current year (in dollars)	Previous year (in dollars)	LIABILITY	Current year (in dollars)	Previous year (in dollars)
OPERATING FUND			OPERATING FUND		
SHORT-TERM ASSETS			SHORT-TERM LIABILITY		
Cash	27 148 657	26 311 169	Temporary loans	35 000 000	39 000 000
Accounts receivable - Agence and MSSS	48 496 927	9 016 678	Accounts payable	34 799 617	31 412 337
Other accounts receivable	12 999 646	15 479 103	Allowance – vacations and leave	23 637 136	23 535 218
Advanced paid expenses	1 810 298	1 822 086	Reported revenues	37 442 967	35 296 234
Stocks	7 230 392	7 280 701	Other items	3 973 893	3 898 604
Interfund loans	5 022 270	218 232			
Other items	25 575	10 900			
TOTAL OF SHORT-TERM ASSETS	102 733 765	60 138 869	TOTAL OF SHORT-TERM LIABILITY	134 853 613	133 142 393
OTHER ASSET ITEMS			OTHER LIABILITY ITEMS		
Grant to be received – Accounting reform	23 456 937	23 105 504	Differed pay leave	770 113	817 177
Differed pay leave	1 170 588	1 203 391			
			TOTAL OF LIABILITY	135 623 726	133 959 570
			Fund balance	(8 262 436)	(49 511 806)
TOTAL OF ASSETS	127 361 290	84 447 764	TOTAL OF LIABILITY AND FUND BALANCE	127 361 290	84 447 764
CAPITAL FUND			CAPITAL FUND		
SHORT-TERM ASSETS			SHORT-TERM LIABILITY		
Cash	6 142 997	488 443	Temporary loans	51 420 182	71 118 105
Other accounts receivable	869 732	822 375	Other accounts payable	13 722 171	4 640 062
Interfund loans		3 858 252	Interfund debts	1 382 155	
Other items	200 694	2 123 721	Advanced funds from the Agence		
			Decentralized budget	6 125 013	11 580 889
			Accrued interest payable	1 231 879	738 160
TOTAL OF SHORT-TERM ASSETS	7 213 423	7 292 791	TOTAL OF SHORT-TERM LIABILITY	73 881 400	88 077 216
LONG-TERM ASSETS			LONG-TERM LIABILITY		
Capital	221 818 478	192 558 435	Differed revenues	54 624 020	43 039 291
Funding to be received – Accounting reform	15 100 448	9 580 327	Long-term debt	113 904 962	76 299 266
Issuance costs and discount on bonds	341 869	48 056			
TOTAL OF LONG-TERM ASSETS	237 260 795	202 186 818	TOTAL OF LONG-TERM LIABILITY	168 528 982	119 338 557
			TOTAL OF LIABILITY	242 410 382	207 415 773
			Fund balance	2 063 836	2 063 836
TOTAL OF ASSETS	244 474 218	209 479 609	TOTAL OF LIABILITY AND FUND BALANCE	244 474 218	209 479 609
DESIGNATED SPECIAL FUND			DESIGNATED SPECIAL FUND		
Cash	6 325 684	4 645 699	Accounts payable	44 690	
Accounts receivable	11 516 148	10 092 708	Interfund debts	2 455 654	3 246 769
CHU Sainte-Justine UHC Foundation			Differed revenues	15 341 488	11 491 638
TOTAL OF ASSETS	17 841 832	14 738 407	TOTAL OF LIABILITY	17 841 832	14 738 407

Members of the Board of Directors

Geneviève Fortier, president of the Board of Directors
(since January, 2011) Coopted member

Michel Simard, Vice President (since January, 2011)
Elected by the population

Dr. Fabrice Brunet, Secretary
Chief Executive Officer

Dr. Gabriel Altit (since September, 2010)
Elected by the Residents

Lucie Bertrand, Vice President (until January, 2011)
Designated by the Agence de la santé et des services sociaux

Raymond Boucher (until November, 2010)
Designated by the Foundation

Julie Carpentier
Designated by the Council of Non-clinical Personnel

Jean-Claude Champagne
Designated by the Ministère de la Santé et des Services Sociaux

Louise Champoux-Paillé
Coopted member

Nadia Desmarais
Designated by the Council of Nurses

Suzanne Gagnon
Designated by the corporations

Dr. Pierre Gaudreault
Designated by the Council of Physicians, Dentists and Pharmacists

Francine Girard
Designated by the Université de Montréal

Dr. Assia Hassaine (until September, 2010)
Elected by the Residents

Dr. Raymond Lalonde (Acting)
Designated by the Université de Montréal

Louise Lalonde
Designated by the Users Committee

Ghislaine Larocque, President (until January, 2011)
Elected by the population

Frédéric Perrault
Designated by the Agence de la santé et des services sociaux

France Prescott
Designated by the Users Committee

Jean-Guy René (until February, 2011)
Designated by the corporations

Dr. Jean-L. Rouleau (until December, 2010)
Designated by the Université de Montréal

Hélène Simard
Coopted member

Yves Théorêt
Designated by the Multidisciplinary Council

Barbara-Ann Thompson
Designated by the Foundation

Steering Committee

Denise Bélanger (since February, 2011)
Director of Human Resources

Louise Boisvert
Associate Director, Communications and Public Affairs

Dr. Sarah Bouchard
Director of Medical Technology, Information Resources, and Biomedical Engineering

Dr. Fabrice Brunet
Chief Executive Officer

Antonio Bucci
Director of Finance and Corporate Partnerships
Acting Director of Medical Technology, Information Resources, and Biomedical Engineering

Diane Calce
Director of Clinical Services

Dr. Christine Colin
Director of Health Promotion

Isabelle Demers
Associate Director, Planning and Development

Denis Derome (April, 2010 to November, 2010)
Director of Medical Technology, Information Resources, and Biomedical Engineering

Renée Descôteaux
Director of Nursing Care

Dr. Josée Dubois
Director of Education

Claude Fortin
Director of Transition Management

Suzanne Gagnon
Associate Director – Marie Enfant Rehabilitation Centre (CRME)

Dr. Marc Girard
Director of University and Medical Affairs, and UETMIS

Roger Jacob
Director of Grandir en santé

Marie Suzanne Lavallée
Director of Quality and Risk Management

Ginette Leduc (since November, 2010)
Director of Human Resources

Marie-Claude Lefebvre
Director of Technical and Residential Services

Dr. Guy A. Rouleau
Director of Research

Major philanthropic partners

CHU Sainte-Justine Foundation
Fondation Centre de cancérologie Charles-Bruneau
Fondation des Amis de l'Enfance
Foundation of Stars
Fondation des Gouverneurs de l'espoir
Fondation en coeur
Fondation Lucie et André Chagnon
Fondation Mélio (CRME)
Leucan
Opération Enfant Soleil

