



Transforming our way to do things

to better meet the needs of mothers and children

2014-2015 Annual Report



Our mission

Our mission is to improve health – meaning moral, social, psychological and physical balance – for children, adolescents and mothers in Québec working together with our partners in the health system and those in the academic and research communities.

CHU Sainte-Justine fully recognizes the importance of assuming each of its six mandates arising from its academic mission:

- To provide specialized and highly specialized care;
- To conduct basic and clinical research in maternal and pediatric health;
- To provide training to future health care professionals and network stakeholders;
- To promote health;
- To assess health technology and medical treatment interventions;
- To provide rehabilitation, adaptation and social integration services for children and adolescents with motor or language disabilities.

Our vision

A university hospital network that integrates the highest level of care and services as well as teaching and research for mothers and children in Québec.

To achieve our vision we must:

- Provide the most technically and scientifically advanced care, prevention and rehabilitation services;
- Continually generate new knowledge, ensure its prompt transfer to clinical teams and assess its impact;
- Establish national and international partnerships, thereby helping us remain at the forefront of health care and ensure best practices;
- Step up our teaching and research efforts in quality pediatric medicine, perinatal care, rehabilitation and health promotion, in collaboration with Université de Montréal and major research centres;
- Provide children, families and health care teams with everything needed for a stable healthy environment.

Our values

To fulfill its mission, CHU Sainte-Justine relies on a large number of individuals working in several realms of activity, representing a wide variety of disciplines, training and social backgrounds.

This multiplicity of stakeholders is united by its fundamental endorsement of a set of values that represents the institution's identity.

• Commitment to mothers and children

Everyone at CHU Sainte-Justine plays an active role in fulfilling the establishment's mission and goals by enhancing their skills and using their talent to benefit the organization. CHU Sainte-Justine acknowledges initiative and promotes competency development as well as the personal development of all individuals in their own realm of expertise.

• The pursuit of excellence

Our commitment to excellence is reflected in the individual and organizational intent to pursue one's work in an outstanding and consistent manner in all areas, namely through innovative and creative teamwork.

• Respect for the individual

CHU Sainte-Justine's respect for children, adolescents, mothers, families and people in general is reflected through the actions, attitudes, words and behaviours of its stakeholders, be they employees, physicians, administrators, suppliers, volunteers or partners. It is not only lived out in terms of its clientele but among staff members as well.

• Teamwork

Internal and external collaboration are paramount to fulfilling CHU Sainte-Justine's mission and must be carried out in a diligent and efficient manner. Collaboration is generally understood to involve everyone's efforts to achieve a common goal. Every individual contributes to the team and is recognized as a full member.

2014-2015 Annual Report

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3175, chemin de la Côte Sainte-Catherine, Montréal, Québec, H3T 1C5

Edited by
Louise Boisvert

Coordination
Nicole Saint-Pierre

Translation
Lise Bolduc

Revision
Agnès Ipert

Graphic design by
Norman Hogue

Photography by
Andrée-Ann Coulombe

Stéphane Dedelis
Véronique Lavoie

Alexandre Marchand
Charline Provost

2014-2015 AT CHU SAINTE-JUSTINE



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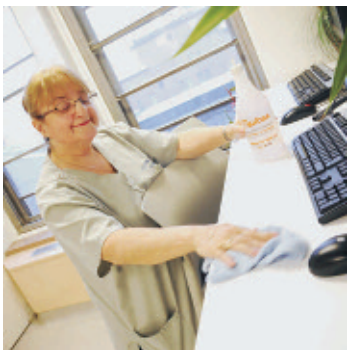
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A year filled with changes and success

The 2014-2015 year proved to be one of the most eventful years in terms of major changes within the healthcare system and one of thorough reorganization of existing establishments that saw the elimination of health and social services agencies and the amalgamation of several institutions. By working together, CHU Sainte-Justine has retained its mother and child university hospital center status and preserved its overall mission, namely the promotion of health, the provision of care and rehabilitation services, its dedication to research and education and the assessment of health technologies.

This year was also significant in terms of successful innovations in the fields of both research and education, the provision of health, notable advancements in the field of medical genetics, high-risk pregnancies and perinatal care, brain and neurodevelopment disorders, cancer and immune disorders, musculoskeletal diseases and rehabilitation services, as well as cardiovascular diseases and critical care medicine.

To successfully complete these undertakings and with a view to focusing on innovations as displayed in our two large projects, namely *Grandir en santé (Growing Up Healthy)* and Technopôle in rehabilitation, CHU Sainte-Justine is furthering its process of organizational transformation while developing a multi-professional and transdisciplinary approach that fosters the increasing involvement of patient/family-centered health care, allowing us to better meet their needs.

This past year was a year of consolidation aimed at facing the challenges related to our environmental constraints and the obvious needs for change linked to innovation and new expectations of populations and patients.

Thanks to the remarkable efforts of all our teams, we are assured that CHU Sainte-Justine will be ready for the opening of its new buildings scheduled for 2016, thereby enabling us to meet the needs of mothers and children of Québec even better.

Fabrice Brunet
Chief Executive Officer
CHU Sainte-Justine

Transforming

our way to do things within **our organization**

CHU Sainte-Justine is undergoing a major transformation process within its *Grandir en santé* construction project, one that is dictated by changes in practices needed in all medical fields and resulting from a limiting economic environment.



Our larger hospital family

5,560 staff members, including **1,548** nurses and auxiliary nurses

502 physicians, dentists and pharmacists

185 researchers, including **90** clinicians

3,502 interns and students

448 volunteer workers

A transformation well underway

The construction of two new towers, dedicated to tertiary hospital activities and research, will indeed increase the size of our current facility by 80,000m², an expansion of 65%. Moreover, the modernization of existing spaces (120,000 m²) that is taking place to ensure we meet the same standards as those of the two new buildings will bring about major changes in the way our teams operate and ensure the overall consistency and integration of our systems. Operations will be maintained in order to support and meet the needs of the population, students and researchers throughout this entire transformation process.

To reach these targets within a very short time span (four years), CHU Sainte-Justine has implemented a management mechanism aimed at transforming its organization into a more adaptive one, while using an organic growth approach that emphasizes CHU's matrix governance model.

Over the past three years, CHU Sainte-Justine has implemented various designs and measures to help achieve these changes. This approach was used for the completion of several projects and was instrumental in validating these very designs and measures, as well as in the designing of appropriate management tools in line with the context. The transformation of the work organization models will take place in every CHU Sainte-Justine directorate. As well as playing a major role in enhancing health care and services provided to all the mothers and children of Québec, this approach will allow CHU Sainte-Justine to be well prepared for the opening of the new facilities in 2016.

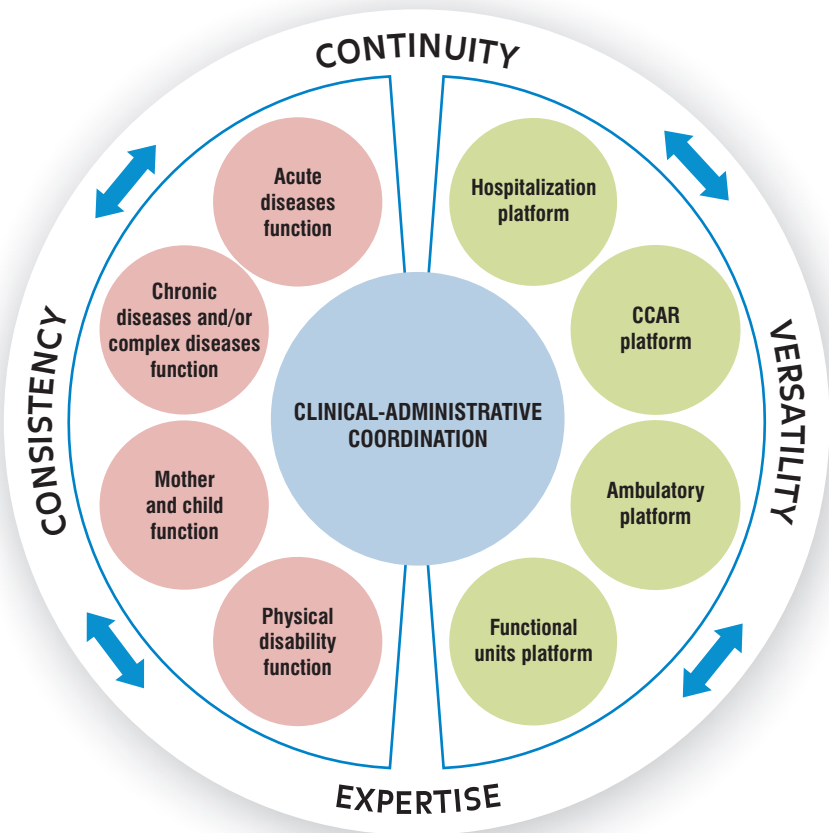


Clinical reorganization

CHU Sainte-Justine's executive management plan for the structure of health care instruction was designed with a view to improving the quality, efficiency and relevance of patient care while making sure both research and education fields are integrated into the model and that the organization models focus on the patient's journey. This structure is configured into four sets of health care components and four tiers of resources and services, as well as the implementation of coordination mechanisms that emphasize performance in all its aspects and a more tailored response to the population's changing needs.

Based on an ongoing analysis of client needs and team performance, this structure is more finely tuned to the ever changing needs of the internal and external environments of the population and those of its teams. Using an organic growth approach, the structure will help CHU Sainte-Justine identify more clearly the needs of the population and will foster an efficient and optimal use of resources required to meet those needs.

This structure will ensure a more tailored approach to health programs and patient services, as well as the introduction of ongoing innovations in health care and services and the implementation of mechanisms that promote the patient/partner contribution approach. Lastly, this structure will support the development of individual and collective skills aimed at improving the quality and efficiency of overall health care and services.





Transforming

our way to do things in providing **health care and services**

The implementation of a new organizational model in health care and service (rehabilitation) was designed with a view to improving the quality, efficiency and relevance of health care services provided to patients while integrating both education and research and refocusing activities around the patient's journey.



Providing solutions for young people with eating disorders

Eating disorders in Québec represent a steadily growing problem among young children and teenagers.

The establishment of the very first **Integrated Mother and Child Centre for Eating Disorders in Québec** represents a key resource that addresses a critical need for increased access to care for young people with serious eating disorders and much needed support for their families not only in the Montréal area but across the province as well.

The Centre will serve as a referral facility and will offer a comprehensive platform for the diagnosis, treatment and support of patients aged from 6 to 18 years with eating disorders, as well as young mothers-to-be.

The first step in the development of the facility is the opening of a day hospital that will provide an intermediate level of care between full hospitalization and outpatient services. This new approach will ensure a more targeted and personalized level of intervention for young patients and their families and an effort to decrease the number and duration of hospital stays and offer enhanced support for families as young ones reintegrate their normal living conditions.

Over the past four years, the number of young patients admitted to CHU Sainte-Justine for eating disorders has increased by 44%, from 83 to 120 hospitalizations per year. CHU Sainte-Justine treats the highest proportion of hospitalized patients with eating disorders in Québec, 75% of whom are referred to the hospital from outside the Montréal area.

Profile of CHU Sainte-Justine clients in 2014-2015

Specialized services

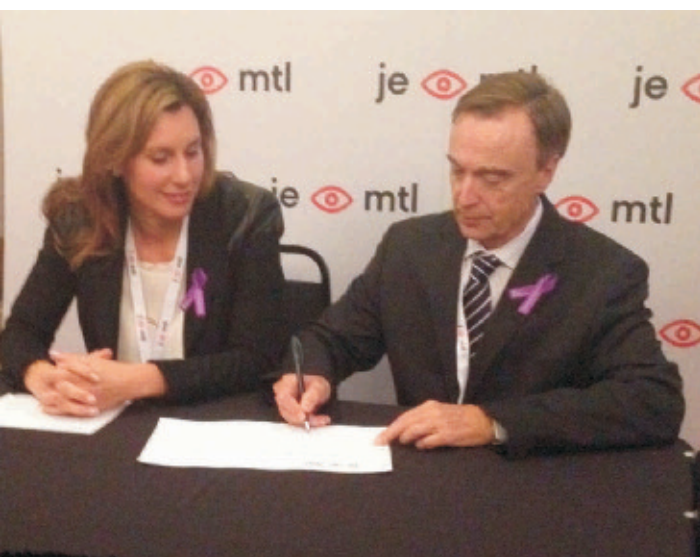
1,348 newborns admitted to the neonatal intensive care unit and specialized units

887 children admitted to the hematology/oncology unit

433 children admitted to the pediatric intensive care unit

44 bone marrow transplants

19 organ transplants (hearts, livers, kidneys)



Revolutionizing rehabilitation

Changing the future of children with handicaps, regardless of the nature or cause of the handicap is the main goal of the pediatric Technopôle rehabilitation project in Montréal. This is a unique project for children with disabilities. The first phase of this project which falls within the framework of the Marie Enfant Rehabilitation Centre (CRME) will be launched through a feasibility study, thanks to the support of the ministère de la Santé et des Services sociaux and the Québec government as well as the Montréal Executive Committee.

This study will set out to establish the scope and feasibility of the Technopôle project while defining the various aspects of the project including partnerships and financing requirements as well as the project's potential. The Technopôle rehabilitation project aims to create a research and development area that is consistent with the vision of the CRME. The project is currently moving forward and is now focusing on integrating psychosocial rehabilitation principles to those of research, education and biotechnological innovation.

This project falls within the framework of CHU Sainte-Justine's modernization project, which is intended to expand and modernize the current CRME facilities.

Zero waiting time

June 2014 to September 2014 saw Marie Enfant Rehabilitation Centre demonstrate extraordinary commitment within the framework of the Rehabilitation project: *zero wait*. The objective of this initiative was to eliminate any waiting time for a first service by September 18. This very significant challenge was indeed met!

By July 18, of the 373 children waiting to be seen, only 7 were not offered a first service by September 18 and the majority of children were **indeed seen a second time or more!**

The **key success factors** were: mobilization of teams, management leadership and solidarity and collaboration on the part of all the teams at CHU Sainte-Justine.



Newest developments from the CIRCUIT program about intervention and prevention through healthy eating habits

A new and innovative nutritional platform was created at *The Pediatric Center of Cardiovascular Prevention, Intervention and Rehabilitation (CIRCUIT)* to complement the services offered to children at risk of developing cardiovascular diseases. This new platform provides support to both children and their families while fostering the adoption of better dietary habits.

CIRCUIT assesses the level of physical activity and condition of children at risk and suggests individualized interventions that are adapted to each family. The new platform allows for the twinning of physical activities with a comprehensive nutritional assessment and provides a novel approach for children at risk of developing cardiovascular diseases. Through these actions, CHU Sainte-Justine will have a leading role to play as a Canadian centre for research and prevention of cardiovascular diseases through the deployment of effective public health strategies.

One-third of Canadian children has a weight problem or is obese. While this is certainly a multifactorial problem, eating habits also play a critical role in this situation and the clinical team is convinced that helping families adopt better eating habits remains an essential component in the prevention of cardiovascular diseases in children.

The patient partner

Since 2008, CHU Sainte-Justine has been significantly involved in a health care strategy that is based on interpersonal relationships, one that takes into account the role of families as vital elements in the patient's recovery by interacting with architectural environments, making use of new technologies or by offering alternative therapies.

It bears noting that this strategic positioning of incorporating health care innovation and humanization have together made it essential to strengthen the relationship between patients, citizens and the organization, acknowledge partnership in public health as an emerging reality to be taken advantage of. Thus, in 2014, CHU Sainte-Justine adopted Patient Partnership Program as their intervention philosophy.

After reviewing written material with a tagging approach and based on work performed within the patient-as-partner approach by Université de Montréal (*Direction collaboration et partenariat patient - DCP*), the methodology used for establishing the patient partnership was a project management approach based on design thinking. Starting from 2015, health field specialists were invited to pool their experience and identify and prioritize the most promising features. Task groups involving resource patients, health care professionals and managers, worked together to define the main trends and key concepts and tools to be used to define this approach in simple terms. To date, a conceptual framework draft and evaluation matrix have been designed, as well as an identification guide for resource patients and directions for use.

The patient partnership approach at CHU Sainte-Justine ... can be defined as a relationship involving close cooperation and co-construction between the parties. Patients and caregivers, as well as all stakeholders involved, become partners.

Together they share knowledge, experience and skills. In a spirit of collaboration and total respect for everyone's expertise and responsibilities, these people learn from each other and combine their efforts to work towards a shared goal: improving the health and well-being of patients.

This philosophy can be seen as a **lever in the continued improvement of the patient experience, the quality of care and services provided and the overall organizational performance.**



Transforming

our way to do things **in research**

Teamwork and transdisciplinarity, networking, integration of clinical specialities, research, education and transfer of knowledge are all components that contribute to improved patient care and to the development of effective treatments resulting from research breakthroughs.



The Research Centre celebrates 40 years of progress

Since its founding, 40 years ago, the Research Centre has been helping transform health care for mothers and children in Québec, Canada and abroad. The knowledge generated by research has allowed the Centre to take a leadership role in several realms including neurosciences, genetics and genomics, as well as oncology, perinatal medicine, cardiology, orthopedics and rehabilitation.

From the opening of its very first laboratory, to the introduction of Canada’s first Integrated Clinical Genomic Center in Pediatrics, to the structuring of the centre in research axes and the creation of its Applied Clinical Research Unit and CARTaGENE, Quebec’s health database and biobank, the Center has successfully worked toward developing outstanding expertise in delivering the promise of personalized medicine, especially for rare diseases.





Creation of Canada's first research chair in intellectual disability

This chair will eventually offer better management for people with intellectual disabilities. The research made possible by this chair will allow us to identify and gain a better understanding of new genes, allowing us to deliver more precise diagnoses much sooner. It will also enable us to develop effective treatments and perhaps even pave the way to prevention.

Intellectual disabilities affect 2% of the population, or roughly 160,000 Québec children and adults. Currently, the root cause in most children goes unidentified, and the absence of a diagnosis is clearly a source of great concern for parents.

Armed with more in-depth knowledge of the genetic basis of intellectual disability, and fuelled by the remarkable progress being made on the biology front, researchers will be significantly better poised to develop new treatment strategies in the coming years.

Considering that genetic factors play a determining role in most intellectual disabilities, genome sequencing will make it possible to analyze the entire genome of children with these conditions and identify the genes responsible for them, thus increasing significantly the ability to explain the cause of their deficiency.

This model is a unique one, combining the best researchers and clinical practitioners in the field, a critical mass of patients and a state-of-the-art sequencing platform. The ability to step up the pace of this research and overcome these diagnostic challenges represents a major step forward in improving overall quality of care and the development of each child's potential.

Discovery of new diseases that affect both the heart and the intestines

Collaborative work among physicians and researchers from CHU Sainte-Justine, Université de Montréal, CHU de Québec and Université Laval has uncovered a rare disease that consists of a serious condition caused by a rare genetic mutation and affecting both the heart rate and intestinal peristalsis. The syndrome is characterized by the combined presence of various cardiac and intestinal symptoms as early as childhood years. This finding demonstrates that heart and intestinal rhythmic contractions are closely linked by a single gene in the human body.

Teams have developed a diagnostic test for this syndrome. This test will identify with certainty people who suffer from the syndrome. The symptoms are severe, and treatments are very aggressive and invasive. Patients affected in terms of their heart suffer primarily from a slow heart rate, a condition which will require the implantation of a pacemaker for half of them, often as early as in childhood years. In terms of digestion, a chronic intestinal pseudo-obstruction will often force patients to be nourished exclusively intravenously. Furthermore, many of them will also have to undergo bowel surgery.

The study was published in Nature Genetics in October 2014.

Revolutionary back surgery to straighten the spine

The technique performed by orthopedic surgeon Dr. Stefan Parent, who is also involved in research, enables children from 7 to 14 years of age to regain a straight spine, with no limitation of movement.

Unlike the conventional technique which leaves a large scar in the back in addition to fusing the vertebrae and restraining movements, the use of cutting-edge equipment provides children with a non-invasive surgery procedure, as implants are very precisely positioned along the spine through thoracoscopy, intraoperative navigation and an O-Arm™ imaging mobile view station.

CHU Sainte-Justine is now the first institution in Québec, the second in Canada and among the world's top ten to perform a revolutionary back surgery technique in children with scoliosis.

Dr. Parent's research is aimed at predicting, in three dimensions, how a child's idiopathic scoliosis might progress and demonstrates that identifying whether a patient is at high risk of progression is possible at the very first visit. Ultimately, his predictive model is expected to mean an increase in the number of children with idiopathic scoliosis likely to benefit from the new surgical technique, which draws from the child's growth potential to straighten the spine.

Creation of a research chair in cardiovascular genetics

The chair, created in June 2014, will serve to help determine the, as yet, unknown causes of cardiovascular diseases and ultimately help develop appropriate treatments.

Much remains to be done in research since the genetic origin of approximately 90% of congenital heart-related abnormalities are still unknown today and 1% of new babies are born with such abnormalities. 1 in 1000 babies will be operated on and to date those operations do not offer a cure but only a way of coping with the disease.

Considering the additional opportunities offered to us through today's new technologies for deciphering and discovering the genes responsible for diseases, research will now concentrate on the identification of mechanisms underlying serious cardiovascular diseases and the identification of new instruments for their prevention and therapy.

CHU Sainte-Justine is an international leader in cardiovascular genetics. Our teams have recently made several major breakthroughs in the area of cardiology, including the discovery of genes and the definition of several rare diseases. The objective of the chair is to engage in deeper inquiries and exploration of disease causes so as to define other rare diseases, helping us find new diagnoses and individualized treatments.



Transforming

our way to do things **in education**

Various forms of organizational transformation training formats including vocational training, team training, tele-training, patient-family training and online training are at the heart of CHU Sainte-Justine Knowledge and Education Centre's philosophy.





With a constantly growing and evolving service offer, the Knowledge Centre plays an active part at the heart and in support of the transformation process currently ongoing at CHU Sainte-Justine.

Over the course of the past year, while the **Publishing, Illustrations and Libraries Departments** continued to adapt their digital environment, **Sainte-Justine's Online Training Centre** was created. This new platform, which is accessible through the new CHU Website, is offering thus far ten e-learning capsules intended for physicians, health professionals and employees. This platform will soon be available to the public: parents, patients, families and network partners will have access to this program. Ahead of the dissemination of these learning capsules, the multimedia sector of the Knowledge Centre integrated its entire support component to the production of these capsules.

The academic service offer intended for the public gave rise to the creation of the **Patient-family Training Centre**. The objective of this centre is to soon offer a location dedicated to patients and family training that would include, notably, simulation and information resources. Members of the centre's interdisciplinary steering committee have actively worked together to create a comprehensive inventory of possible training opportunities intended for Sainte-Justine's patients and their families. Moreover, cooking classes will be offered to families under the mandate of the Health Promotion Directorate.

The Mother and Child Simulation Centre (Centre de simulation mère-enfant - CSME) has continued to expand with an increased number in training (nearly 500), by increasing the clients it serves, more specifically the parents. Expertise developed at the Centre is also rapidly evolving with the arrival of a new simulation instructor. Innovative education expertise now complements existing premises and equipment. This expertise and these training mechanisms are now recognized by the Royal College of Physicians and Surgeons of Canada who granted CSME its very first accreditation in the fall of 2014!

An increasing number of the CSME's activities are now put together in cooperation with another Knowledge Centre namely, the **Service formations et congrès (SFC)**, previously known as Services des activités d'apprentissage continu (SAAC). SFC conducted a detailed analysis of its own services while implementing a visibility and communication plan that is already yielding successful results. Nearly forty continuing education training activities were put together in 2014-15, an increase of 50% over two years!

At the very heart of services offered by the Education Directorate, academic support also contributes to the ongoing organizational transformation by adapting to a new reality: the optimization of resources. Thus the Academic Secretariat and Medical Photography departments carried out a formal assessment of their operation, with the aim of maintaining the level of services offered to students and faculty members while ensuring a more judicious use of resources, in terms of efficiency and versatility of existing expertise.



Home page of online Training Centre



Transforming

our way to do things **in health promotion**

The activities disseminated through the Health Promotion Centre are intended to integrate the promotion of health and prevention into the continuum of care provided to patients. These activities are dedicated to the improvement of the well-being of all staff members and the health of the community.



Health promotion in action

One of CHU Sainte-Justine's chief missions, as a member of the international network of Health-Promoting Hospitals since 2007, is the promotion of health.

Supported by policies set out in collaboration with several directorates and approved by the Board of Directors in 2014, and through strategic positioning within the Centre's organizational transformation project, the Health Promotion Directorate became a significant catalyst for change in the continuum of care at the Mother and Child University Hospital Centre, by introducing issues of prevention and health promotion within the medical professional practices.

Over the course of the past year, several interventions in health prevention and promotion were set out for patients and their families. These interventions were also intended for staff members and the overall community, in collaboration with the hospital's multidisciplinary teams. Information campaigns relating to mental health, childhood injury prevention, safety guidelines for children involved in sports and teen health are, among others, issues that speak of the parental needs and concerns that have to be addressed.

The Health Promotion Directorate team also collaborated with the convening of the annual conference of Health Promoting Hospitals, held here on our premises and the production and launch of 25 digital information capsules relating to prevention and promotion of health intended for parents of young children. Moreover, the team oversaw the development of a Web section and the diversification of the Employee Wellness Program service offer.

Each in their own ways, these actions are all examples of innovative health integration and promotion components within CHU Sainte-Justine's organizational transformation program.



Promoting teen health

CHU Sainte-Justine proposes various services to teenagers, among them a specialized clinic which welcomes many young people and their parents on a daily basis.

Adolescence is a time of experimentation, compounded by dramatic physical and mood changes that may bring about behaviours that are liable to raise concerns in terms of their health and welfare.

To meet these needs, a professional health care team at the Adolescence Medicine Outpatient Clinic worked jointly with the Health Promotion Directorate to help identify various strategies and prevention interventions as well as health promoting suggestions.

Thus the ADO-INFO project was created with a goal of making information and health education tools available to young people at the clinic. Various strategies were put forth including posters, brochures, flyers, capsules, etc. that cover health-related issues. These themes are displayed on billboards in the waiting room and help foster discussions and exchanges among teens, parents and health professionals. **Information capsules**, relating to healthy life habits in youth can also be viewed on a screen in the waiting room.

As well, a **mural depicting adolescents** is being created to make the waiting room more enjoyable and attractive. More recently, a brochure about sleeping habits in young people has been designed, that provides tips and advice. It has proven to be well received by clinicians, parents and young people alike.



Transforming

our way to do things **in providing support services**

Rethinking the way we do things to ensure a clean and welcoming environment, improving the satisfaction and personalized food services offered to both clients and staff, providing a new service offer in the area of technologies and methods of intervention – these are just some of the achievements aimed at making our surroundings and our service offer the best they can be.



Modernizing food services

Food services are undergoing a major modernization process following the analysis of a summary of findings that include:

- Maintaining service quality, including serving meals at the right temperature within a reasonable time limit, in the context of more distant healthcare units and within the framework of our *Grandir en santé* expansion project;
- Assessing outdated spaces that could impact the quality of work life and the possibilities of improving internal operating processes;
- Results of two satisfaction surveys with clients and staff members performed three years apart that have shown moderate improvement despite a change of menu.

Pursuant to a visit of food services in other facilities, strategies and best practices have been identified. The modernization process is intended to improve the satisfaction level and the personalization of food services offered to children and staff members, focus on waste reduction and establish work spaces that better meet today's standards.

The entire team at the Food Services Department were mobilized to oversee this major renovation. The redevelopment of space in the cafeteria is ongoing and upon completion of the work, the customer experience will be greatly improved. Physical space, lighting and flow of traffic, enhanced food choices and extended opening hours are all part of the modernization process. Food preparation areas have been redesigned and the work is currently ongoing. Lastly, a room service-type offer was designed for patients and should be available in the fall. Mothers and children should then have a vast array of food choices, to everyone's taste, throughout the entire day.

This modernization program falls within the framework of CHU Sainte-Justine's innovation, transformation and humanization of health care service program which is intended to offer the best to Québec's mothers and children.

Our health care and service offer... by the numbers

Includes pediatrics, surgery, mental health, obstetrics and newborns.

18,620 admissions

11,726 surgery procedures

3,602 births

74,595 emergency visits

33,807 treatment-days in day care

219,614 visits to outpatient clinics

18,649 specialized imaging tests (EMI scanning, magnetic resonance, angiography, PET/CT, nuclear medicine).

Rehabilitation

277 admissions



The continued transformation of health and sanitation services

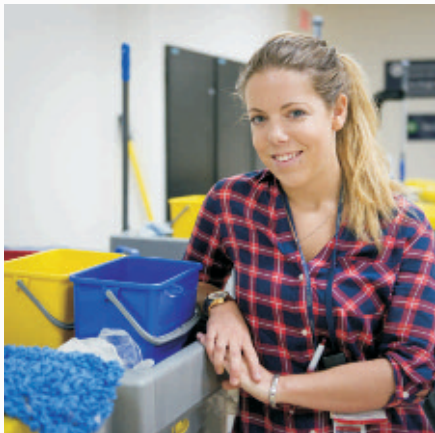
Results from the pilot project *Hygiène et salubrité 360°*, conducted in June 2013, have made clear that the new way of organizing work meets the needs of pediatric setting and complies with ministerial guidelines. This new organization is based on innovative principles in the hygiene and sanitation field, among them building a team which will take responsibility for a sector, specialization in tasking for attendants and the allocation of resources based on real needs.

After this successful pilot project, teamwork between the joint committee and hygiene and sanitation attendants continued so as to enable the expansion of this new organization throughout the institution.

Furthermore, a partnership was formed with a German company, a leader in Europe's hygiene and sanitation industry, in order to secure the best equipment available on today's market. At the same time, this partnership made possible the installation of a computer system tailored to the particular needs of CHU Sainte-Justine, thus providing strong support for the efforts of those involved in the creation of work routes.

This project has now been expanded throughout Sainte-Justine, and teams continue their efforts to bring about the needed improvements in order to maximize the benefits of this initiative.

The end of this intensive period of fine tuning, carried out with the collaboration of our employees, by no means signals the end of improvements. On the contrary, the process will be ongoing thanks to the quality program already in place.





Health care technologies and methodologies: continued improvement in the quality of care

Three examples of 2014-15 achievements:

New extracorporeal blood purification therapy service offer

CHU Sainte-Justine offers various extracorporeal blood purification services including, apheresis, hemodialysis and hemofiltration. The **Unité d'évaluation des technologies et des modes d'intervention en santé (UETMIS)** assessed the current health care service offer and suggested a new and innovative organization model, based on the review of literature, tag data and field assessments. The pooling of resources dedicated to blood purification therapies is a creative approach that enables us to maintain a quality service offer.

Families involvement in the Pediatric Intensive Care Unit (PICU)

The humanization of care is a major issue at CHU Sainte-Justine. At the PICU, it may imply allowing families to be present during medical rounds, invasive procedures or during resuscitation procedures. UETMIS suggested various patient/family-centred strategies, again based on a review of literature and tag data.

Opening of a pediatric intermediate care unit (PIImCU)

The new PIImCU offers a key opportunity to optimize CHU Sainte-Justine's critical care service offer. UETMIS brought their expertise into play by suggesting organization models based on conclusive data and the experience of others medical centres.



Transforming

our way to do things **in our networks**

CHU Sainte-Justine is striving to make the expertise of its ultraspecialized professionals available by creating partnerships with other establishments, either on a local, provincial, national or international level. These actions all contribute to the optimization of networking synergies.



Supporting the development of network activities

CHU Sainte-Justine's Centre de coordination des activités réseau is offering a wider range of services in order to improve accessibility while, at the same time, pursuing the external networking activities and those of the Centre de coordination en périnatalité du Québec.

The setting up of a cell to coordinate the transfers of hospitalized patients makes communications easier for the adviser and allows for the prioritization of transfers according to patient needs.

Over the course of the year, the CCAR has launched a project allowing access to specialized services in pediatrics, pneumology, endocrinology and allergology and, in the near future, gastroenterology. In connection with partners, the Centre has also updated its service corridors for transferring hemato-oncology clients to the adult sector via family medicine units connected to Université de Montréal.

Moreover, the team at the CCAR has been working on the installation of a Ligne Info mère-enfant, intended for CHU Sainte-Justine clients, one that would respond 24 hours a day, 7 days a week to needs expressed by parents for specific and specialized information.

It should be remembered that the goal of the CCAR, by means of various strategies, is to support the development of new network-based activities and to foster CHU Sainte-Justine's positioning as a leader in the field of networking operations with a view to service continuity at a provincial level.

Réseau mère-enfant de la Francophonie

For 13 years now, Réseau mère-enfant de la Francophonie (RMEF) has performed the tasks entrusted to the network at the time of its inception, which is to exchange, share and extend knowledge to improve the health of mothers and children around the globe. In order to achieve these goals, the network has set up an observatory of best practices that combines health professions (researchers, physicians, caregivers, teachers, managers) and various other disciplines that share the same vision.

RMEF, which today combines 21 French university hospitals throughout 10 countries, allows member establishments to be part of a very dynamic community that gives rise to a multitude of activities and projects: annual symposium, inter-institution internships, multicentre research projects, thematic clubs, seminars, publications and much more.

In 2014, the network's annual symposium was held at Hôpital Universitaire Necker-Enfants malades, Assistance Publique des hôpitaux de Paris. This symposium brings together 200 participants each year and is also an opportunity for setting up training sessions for the various professionals and visits through other establishments. The very interactive discussions that ensued throughout the week of June 2 to 6, 2014, greatly impressed all participants alike who could subsequently maintain an ongoing relationship with those individuals they met.

www.rmefrancophonie.org



Réseau mère-enfant
de la Francophonie



Haiti

The Haiti Integrated Health Program enters a third stage.

Sharing knowledge, clinical expertise and approaches to work at Hôpital Saint-Michel de Jacmel and at three other health centres located near this city, played pivotal roles while entering the third stage of this integrated health program. This program is entirely financed through the Canadian Red Cross.

CHU Sainte-Justine's onsite team which is made up of physicians, nurses, pharmacists and laboratory coordinators, took part in more than 10 missions over the past year. This provided the teams with the opportunity to offer training sessions, formulate protocols, suggest new work organization models and most of all, introduce a new patient/family health care approach.

Moreover, training sessions relating to the management and drafting of a management manual were also offered. Since the work began, tangible results are evident, notably with respect to the survival rate of newborns that went from 77.6% to 81.5%. This improvement of health care quality and quality of services provided represents a major incentive for Sainte-Justine's team to pursue its commitment towards the Haitian community.



Transforming

our way to do things in philanthropy

CHU Sainte-Justine Foundation and the Foundation Melio of the Marie Enfant Rehabilitation Centre are genuine partners in the development and attainment of CHU mère-enfant's vision of excellence.



Marianne, 8 years old
Shwachman-Diamond Syndrome



Building the future together

Already at the midpoint, the *Healing More, Healing Better* campaign is in full swing as CHU Sainte-Justine Foundation is nearing its final goal to raise \$150 M by 2018.

Last July 16, the *Chœur à cœur pour Sainte-Justine* event set the tone for this great project. With special guest Céline Dion in attendance, more than 2,000 guests met at the Maison Symphonique to celebrate the resounding success of the *Sing for Sainte-Justine with Céline Dion* contest.

In the wake of this remarkable gathering, in December the Foundation welcomed its new leader, Maud Cohen, as Chief Executive Officer. Ms. Cohen replaces Anïèle Lecoq, a talented woman of vision, who, over the course of nine years, has distinguished herself through the completion of significant projects as a leader in mobilization.

This past year was also notable in terms of achieving amazing results from which tens of thousands of children will benefit. The unprecedented support of major donors contributed to the creation of the future Centre for Rare Genetic Disorders that will affect 50,000 children throughout Québec, as well as the “Jonathan Bouchard” Research Chair in Intellectual Disability, the first of its kind in Canada, that will offer hope to 160,000 children.

Worthy of note too is the renewed generosity of the community which took part in the lighting of the Big Christmas tree, on December 11th, with a record number of 93,000 lights. And who could forget the 35,000 students who participated in the *Défi-Jeunesse 1 km des écoles privées pour Sainte-Justine*. They have already reached half of their \$5 M objective dedicated to the creation of the Centre for Excellence in Traumatology.

Young and old alike, along with foundations and companies, have donated more than \$35.5 M to the Foundation. To these achievements is added the accreditation of Imagine Canada which has conferred on the Foundation the status of being the very first philanthropic health organization in Québec to receive this very prestigious distinction, honouring the Foundation's excellence in governance, transparency and ethics.

Upcoming projects will change the course of life for families in Québec and elsewhere. Our donors are at the forefront of this revolution and we are extremely thankful to all of them. Together, our dreams envision the future for our mothers and children.

Thank you as well to the CHU Sainte-Justine teams who, through their commitment and expertise, encourage us to do more and do it better.

Maud Cohen
President and Chief Executive Officer

L'honorable Michael M. Fortier, cp
Chairman of the Board of Directors





Lokomat

Making all the difference in the lives of children

Mélio Foundation aims to improve the quality of life for children with locomotor and speech impairments through financial support of specialized and ultraspecialized services at CHU Sainte-Justine's CRME to make a real difference in its children.

This is accomplished through all manner of actions including the promotion of research, help in developing unique and specialized tools and financing the purchase of specialized equipment, such as the Lokomat, a robot intended for assisted walking, and a robotic arm or a knee-joint prosthesis, that, each in its own way, provides young ones with increased levels of autonomy and safety.

Thanks to the generosity of numerous donors, the Mélio Foundation has been able to pursue a personal touch in health care and services at the CRME through visits from "Jovia," the clown doctors, recreational outings for youngsters in residence at the Centre, upgrading of the bank of toys and games that are lent to parents, provision of massage therapy services for resident children, zootherapy and short film production. At the same time, works of art and photographs, taken by both therapists and children, have helped make our environment more welcoming and comforting for the children.

Several clinical care projects, as well as others in research and development, were adapted and carried out within the context of CRME programs. Other development projects are also currently being implemented, among them adapted kitchens, waiting rooms and the creation of a therapeutic wall in the physiotherapy corridor.

Our gratitude goes out to our valued donors and partners who have enabled us to carry out these wonderful projects. Knowing that the future of the children who are being monitored at the CRME is directly related to the excellence of the services and care that is afforded to them, it is, therefore, our intention to do all we can to reach and even exceed our financial goals. This will lead to greater well-being for the children while ensuring them more autonomy so that, over and above their difference, they may enjoy life fully.

Catherine Sévigny
Chief Executive Officer
Mélio Foundation

François Hudon
Chairman of the Board of Directors
Mélio Foundation



« So children can finally
get to be children »

Our teams stand out



Awards and distinctions



Dr. Helen Trottier
2014 Award of Excellence in education,
Université de Montréal



Dr. Gilles Hickson
2014 Maud Menten New Principal
Investigator Prize finalist from the
Canadian Institute of Health Research-
Institute of Genetics, biomedical category.



Dr. Luis Barreiro
Among the “40 under 40” world's
up-and-coming researchers according to Cell



Dr. Martine Hébert
2014 Thérèse Guin-Décarie Award,
Association francophone
pour le savoir (ACFAS)



Dr. Anick Bérard
2014 Distinguished Scholar Award
from the Teratology Society



Dr. Marie Gauthier
Alan Ross Award, Canadian Pediatric
Society, highlights the excellence
in the realm of research, education,
pediatric health care and advocacy



Dr. Francine Ducharme
2014 IMS Brogan Award
for best publication in The Lancet



Dr. Valérie L'Écuyer
Pediatric Award of Excellence
from CHU Sainte-Justine



Dr. Johnny Deladoëy
2014 Charles Hollenberg Young Investigator
Award from the Canadian Society
of Endocrinology and Metabolism



Dr. Philippe Campeau
2014 Maud Menten New Principal
Investigator Prize recipient from
the Canadian Institute of Health
Research-Institute of Genetics,
clinical research category.



Dr. Florina Moldovan
2014 Grammer European Spine Journal
Award recipient, the most prestigious prize
for scoliosis research in the world

OUR TEAMS STAND OUT

Sainte-Justine Award



Dr. Guy Lapierre, Pediatrician

This honorary distinction is awarded to an individual whose significant accomplishments and reputation in a specific field of activity or expertise help make an outstanding contribution to raising CHU Sainte-Justine's profile in the medical industry both on a national and international level.

Recognition Gala

CHU Sainte-Justine gratefully acknowledges the staff who, each in their own realm of activities, have contributed to significantly improving the health of our patients and their families through their professionalism and steadfast commitment both in the health care, research and education setting and on the health promotion level.



Award of Excellence - Innovation

CINC

Dr. Nancy Poirier, Pediatric Cardiac Surgeon, Dr. Lionel Carmant, Child Neurology and Amélie Doussau, Clinical Nurse

For the creation of a screening and early management clinic for children with congenital heart disease. This cutting-edge approach is intended to highlight the specific individuality of each, unique patient and offers customized health care services.



Award of Excellence - Commitment

Denis Blais, Nurse, Infectious Diseases

Regarded as a model of nursing practice, Denis Blais has set himself apart in terms of depth of expertise and competency. His commitment and dedication on both a health care level and a health promotion level are widely recognized in his profession and extend well beyond our borders.



Award of Excellence - Humanization

Équipe de greffes de cellules hématopoïétiques

Hematopoietic cell transplant team

Claude Hallal, Dr. Michel Duval, Marie-France Langlet, Marie-France Vachon and Hélène Lévesque. Not shown on the photo: Anik Miller and Lorraine Muisse.

This pioneering hematopoietic stem cell transplant team developed an innovative approach to the procedure, based on the participation of the patient or caregiver as a resource person and full member of the team. This novel approach relies on the commitment, partnership and humanization of patient-centred care.



Award of Excellence – Expertise and Competency

IMAGe Centre

Marie-Sophie Brochet, Geneviève Fortin, Caroline Morin, Ema Ferreira, Brigitte Martin and Josiane Malo, pharmacists

The Centre's mandate is intended to inform health professionals on the risks and benefits of taking medication during pregnancy or breast-feeding periods. The quality of the Centre's activities at CHU Sainte-Justine relies on the expertise and professionalism of the practice of pharmacists.

Fabrice Brunet Executive Director
Denise Bélanger Director of Human Resources
Louise Boisvert Associate Director Communications and Public Affairs
Dr. Sarah Bouchard Associate Director, University and Medical Affairs Directorate Director of Information Technology
Christine Boutin Director of Education
Antonio Bucci Director of Financial Resources and Economic Partnerships Interim Director of Information Technology
Christine Colin Director of Health Promotion
Isabelle Demers General Directorate Director

Renée Descôteaux Nursing Director
Claude Fortin Director of Transition Management
Marc Girard Director of University and Medical Affairs
Anne-Marie Houle Head of Surgery Department
Roger Jacob Director of the <i>Grandir en santé (Growing Up Healthy)</i> Project
Marie-Claude Lefebvre Director of Technical Services and Accommodation
Michel Lemay Interim Director of Quality and Risks
Maryse St-Onge Director of Multidisciplinary Affairs Interim Director of Rehabilitation

Executive Director

Dr. Fabrice Brunet, Secretary

Cooptation

Ms. Geneviève Fortier, President

Population

Mr. Michel Simard, Vice-President

Cooptation

Ms. Iris Almeida-Côté

Cooptation

Mr. Yves Beauchamp

Users

Ms. Manon Beaudry

Agence de la santé et des services sociaux

Ms. Lucie Bertrand

University

Dr. Hélène Boisjoly

Non-Clinical Personnel

Mr. Éric Castonguay
Stepped down in September 2014.
Not replaced.

Nursing Council

Ms. Nadia Desmarais

Cooptation

Ms. Suzanne Gagnon

Population

Mr. Louis Hébert

University

Dr. Gilles Lavigne

Foundation

Ms. Annie Lemieux

Cooptation

Mme Nathalie Normandeau
Stepped down in January 2014
Replaced by Mr. Jean-Claude Jacomin
Took up duties in May 2014

Agence de la santé et des services sociaux

Mr. Frédérick Perreault

Physicians, Dentists and Pharmacists Council

Dr. Nancy Poirier

Users

Ms. Annie Rainville
Stepped down in March 2015
Replaced by Ms. Josée Veillette
Took up duties in March 2015

Cooptation

Mr. Jean Roy

Multidisciplinary Council

Mr. Yves Théoret