



GREAT PROJECTS, GREAT CHANGES

2012-2013 Annual Report

Mission, Vision, Values of the CHU Sainte-Justine

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 modes;
- to provide rehabilitation, adaptation and social integration services to children and teenagers with motor and language disorders.

Our vision

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:

- Provide 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 at the forefront of pediatric and maternal health and to 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 wellness.

Our values

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

This multiplicity of stakeholders finds its unity of purpose by adhering to a set of values that expresses the institution's ideals and that forms the basis of its character.

• 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.

• 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, namely 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 reflected in the actions, attitudes, words, and behaviours of all of its stakeholders, whether they be hospital workers, physicians, administrators, suppliers, volunteers or partners. It is demonstrated not only to patients and their families, but also to each other.

• Spirit of collaboration

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 efforts directed toward a common goal. Every member contributes to the team and is fully recognized as an active stakeholder.

2012-2013 Annual Report

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WORDS

FROM THE PRESIDENT OF THE BOARD OF DIRECTORS AND EXECUTIVE DIRECTOR



This past year proved to be a major challenge given the financial constraints we had to face. Against this backdrop, we were able to nevertheless transform these challenges into opportunities thanks to the mobilization and collaboration of the entire staff. For this reason, we are doubly pleased with the results presented in this report.

The CHU Sainte-Justine was able to fulfill its mission of meeting the needs of mothers and children as it continued to integrate patient care, teaching, and research and to modernize its facilities while maintaining a steady pace of growth and achieving a balanced financial position at year-end. It also extended its mission to improve the health of mothers and children throughout the health care network by further developing the Network Activity Coordination Centre.

With respect to the modernization project, the CHU Sainte-Justine marked a new page in its history when *Grandir en santé* broke ground and construction of the underground parking com-

plex, the Specialized Units Building and the Research Centre commenced. At the same time, the redevelopment of existing spaces enabled the Psychiatry Unit to redesign and transform its care facility into a safer and more functional environment for its patients and staff. New spaces were also created in order to set up research laboratories and clinical spaces with cutting-edge facilities.

Innovation was present in all of our mission areas. A new team was formed in the Research Management Office to work on strengthening the synergy between the clinical, scientific and academic communities. This year's many scientific breakthroughs reflect the drive and vibrancy of the CHU Sainte-Justine, particularly in the areas of genomics, clinical research, and personalized medicine.

The mission areas of health promotion and rehabilitation also continued to flourish. The Health Promotion Centre further strengthened its presence in various public health and disease

prevention networks at both the national and international levels. Several new and innovative projects were launched this year, one among which includes a new way of applying arts and technology, namely at the Marie Enfant Rehabilitation Centre, that will enhance services for children with speech disorders.

The teams were recognized for their expertise on several counts. The Assisted Procreation Centre, which provides an integrated and comprehensive care management program for mothers and infants, was designated as the provincial preimplantation genetic testing centre by the Quebec government. Because of its ability to manage advanced facilities and cutting-edge research in genetics, the CHU Sainte-Justine was made responsible for the management and operations of CARTaGENE, a major scientific project for health agencies and researchers in Quebec and abroad.

Our leadership within the Réseau mère-enfant de la Francophonie, our work with the Red Cross as a partner in the Integrated Health Program for Haiti, and our involvement in various national and international scientific networks are just a few among our many noteworthy achievements at the international level.

Last but not least, we would like to acknowledge the Sainte-Justine UHC Foundation for its valuable contribution to the success of our projects. We thank each and every member of its Board of Directors and staff as well as its donors.

We are also very grateful to the members of the CHU Sainte-Justine Board of Directors for their vital role in ensuring the good governance of our establishment. It is thanks to stakeholder support that the CHU Sainte-Justine is able to ensure the present and prepare for the future.

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

Fabrice Brunet
Executive Director
CHU Sainte-Justine

STATEMENT OF THE RELIABILITY OF DATA

OF THE CHU SAINTE-JUSTINE 2012-2013 ANNUAL REPORT

Montreal, October 3, 2013

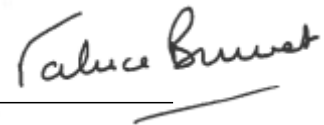
As Executive Director, I am responsible for ensuring the reliability of the data contained in this 2012-2013 annual report and of the related controls.

The results and data contained in the 2012-2013 annual report of the CHU Sainte-Justine:

- Accurately describe the institution's mission, mandates, responsibilities, activities, and strategic directions.
- Present the objectives, indicators, targets, and results.
- Present exact and reliable data.

I declare that the information presented in this annual report as well as the related controls are reliable and that this information reflects the institution's situation as of March 31, 2013.

Executive Director



Fabrice Brunet

THE CHU SAINTE-JUSTINE

IN 2012-2013

About the CHU

- Mission, vision, values..... 2
- Words from the President of the Board of Directors and the Executive Director..... 3
- Statement of the reliability of data..... 4
- Words from the Sainte-Justine UHC Foundation..... 18
- Awards of excellence..... 24
- Our outstanding teams..... 36

Strategic Directions and Accomplishments

- Integrating care, teaching and research centered on patients and their families..... 6
- Acting in the different networks..... 13
- Mobilizing individuals and our teams..... 20
- Modernizing our spaces and technologies..... 25
- Developing our organizational culture..... 29

6

Integrating care, teaching and research centered on patients and their families



13

Acting in the different networks



20

Mobilizing individuals and our teams



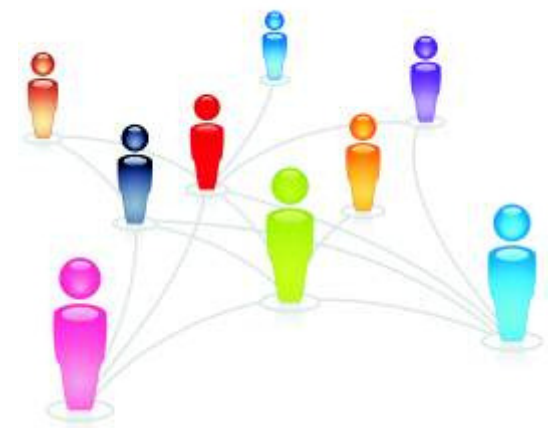
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Modernizing our spaces and technologies

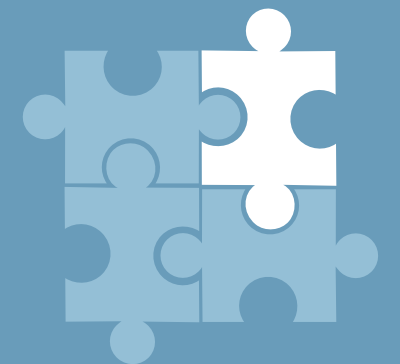


29

Developing our organizational culture



INTEGRATING CARE, EDUCATION, AND RESEARCH CENTERED ON PATIENTS AND THEIR FAMILIES



INTEGRATING

CARE, EDUCATION, AND RESEARCH CENTERED ON PATIENTS AND THEIR FAMILIES

The CHU Sainte-Justine is a place where new knowledge is continuously being generated, assessed, transferred to the patient's bedside, integrated into clinical practice and shared with others.

Integrating our missions to better serve children and their families

With advances in the fields of oncology, immunology, and hematology, the broadening of indications for cellular therapy has increased the number of bone marrow transplants and improved survival rates. These developments are possible thanks to the integrated application of care and research protocols by the patient's bedside. More than 90% of patients are now benefitting from these rigorous and innovative protocols. There are more than 235 clinical and fundamental research projects currently underway in these fields.

These innovative projects focus on finding an approach for specific types of cancers and immune diseases that could lead to personalized treatment programs, increase the chances of a cure and reduce the adverse effects of treatment. Other research projects aim to assess and treat the psychological and social effects of these diseases on families and health care professionals. Humanizing care also requires a better understanding of the challenges and impacts of these traumatic events on children and their families. The management of this integration is being evaluated by joint management, clinical and research teams to ensure the highest level of quality and safety.

This fertile breeding ground for scientific and clinical collaborations is responsible for the increasing number of interns joining our work groups. The remarkable number of undergraduate students joining the professional fields and of doctoral students in fundamental and clinical research is generating more projects.

An interdisciplinary and multi-professional approach is also being applied in the Trauma Unit. The trauma team of specialists in surgical medicine, intensive care, orthopedics, and neurosurgery work together with the emergency team to effectively meet the needs of children with traumatic brain injuries by providing them with a continuity of care, from acute medical care to surgical treatments to rehabilitation services. This integrated team of professionals also provides early intervention so that children may return to their normal lives as quickly as possible.

Using simulation laboratories and standardizing care and evaluative research are making it possible for us to deliver the best care to our patients.

Specialized services:

1 538

newborns admitted to the neonatal ICU and specialized units

991

children admitted to hematology-oncology

485

children admitted to the pediatric ICU

56

bone marrow transplants

20

organ transplants (heart, liver, kidney)

Nurse Christine Boisvin with her little patient, Zachary.



INTEGRATING...

The CHU Sainte-Justine: a learning enterprise

Simulation-based learning is an innovative and effective tool for transferring knowledge and clinical practices. This approach proved to be a vital element in preparing an interdisciplinary team in the application of a protocol for patients with massive hemorrhage, which saved the lives of a mother and her newborn without any adverse effects 48 hours after birth.

The teams of the mother-child program, surgery ward, intensive care unit, hematology, cardiology and cardiac surgery, emergency, blood bank, anesthesiology, and recovery room, who were involved in the application of this protocol, had participated in the simulation sessions beforehand. The Clinical Skills and Attitudes Learning Centre, where training sessions take place, uses virtual reality, simulated patients, and computerized mannequins.

The simulation-based learning approach not only fosters the transfer of knowledge, but also provides health care professionals with the soft and hard skills for emergency situations, in which interdisciplinary teamwork and individual competencies must be put to use.

This clinical success illustrates the potential to optimize and transform the learning opportunities provided to professionals at the CHU Sainte-Justine in an innovative and effective manner.

The new Assisted Procreation Centre

The new Assisted Procreation Centre delivers all of the required care and services to couples with fertility problems. As an integral part of the Department of Gynecology and Obstetrics, it offers an integrated and comprehensive care management program to mothers and infants, from conception to pregnancy monitoring to delivery. The Assisted Procreation Centre has been designated as the provincial preimplantation genetic testing centre by the Quebec government.

Research and education constitute key elements for improving and advancing medically assisted reproductive care and services. The Assisted Procreation Centre, therefore, promptly transfers knowledge generated from research to practice and continuously improves the care delivered to patients.

Recovery Room,
Assisted Procreation Centre

From the Living lab to the world of rehabilitation

Since 2010, the Society for Arts and Technology (SAT) has been working closely with the CHU Sainte-Justine to develop new ways of using arts and technology in various areas of health care by bringing together developers, researchers, and health care professionals.

One of the projects that was developed this past year was introduced at the Marie Enfant Rehabilitation Centre (CRME) in the form of an avatar. Always searching for new treatments as well as the most effective and appropriate means to enhance the independence of young patients treated at the CRME, this project was implemented in the Communication Disorders Program with the objective of improving speech flow in children who stutter.

The avatar, an indirect interactive device that uses stressful, real-life situations on screen as well as role-play, allows children to practice their speech flow while remaining in a protected environment. Simulations with the avatar enables them to apply the tools acquired in therapy, generalize speech flow and reduce feelings of anxiety in real-life, stress-inducing situations.

Nathalie Morin, Embryologist



INTEGRATING...

A second project by the SAT, implemented in the Neurotraumatology Program, consists in providing children with traumatic brain injury with the opportunity to practice their communication skills and compensatory strategies.

For both of these programs, the teams are working on designing these devices in a manner that will refine the therapies that are currently being used in clinical practice, push them to a higher level of realism and enhance the therapist-client relationship.

The success of these projects illustrates the potential to develop technology not only in the area of pediatric rehabilitation, but also in other service areas of the CHU Sainte-Justine.

Sports, a vital part of rehabilitation

The committee for the promotion of adapted sports of the Marie Enfant Rehabilitation Centre (CRME) believes that sports constitute a vital part of rehabilitation. The committee members have invested a lot of energy in discussing, projecting, planning, organizing and evaluating awareness activities as well as trying new adapted sports. For the rehabilitation specialists of the CRME, sports are an effective means of improving motor skills, building self-esteem, fostering communication, increasing independence and enhancing social integration.

Over the past year, the rehabilitation specialists of the CRME had the wonderful opportunity of taking part in conferences, sitting volleyball matches, wheelchair basketball games and adapted sled trials for sledge hockey. These opportunities enabled them to become familiar with these adapted sports activities and to evaluate how they can be eventually practiced by the young patients treated at the CRME.

They also actively participated in putting together and training the CRME's inter-program team in preparation for Défi Sportif AlterGo, which required the recruitment of 13 coaches to plan and organize the event.



The legacy of a great lady

The Board of Directors supported the recommendation of the toponymy committee to name the amphitheater of the Marie Enfant Rehabilitation Centre, the Amphithéâtre Pauline-Turpin, in honour of this great lady, who passed away in August, 2012. A memorial plaque pays tribute to her great qualities as a humanist, her visionary spirit, and her full involvement in all of the CHU Sainte-Justine's mission areas, particularly in the area of rehabilitation.

"Pauline Turpin, Associate Executive Director and Director of Clinical Services, worked at the CHU Sainte-Justine for 33 years. Throughout her career, she was a purveyor of our values as well as hope and love for children and their families and for the teams with whom she worked closely. Considered as one of the great builders of the Sainte-Justine, she was highly regarded for her management skills, her commitment and, above all, her profound humanity for the Marie Enfant Rehabilitation Centre."

Rehabilitation:

331
admissions

3 799
children in physical rehabilitation

1 013
children in speech-language therapy

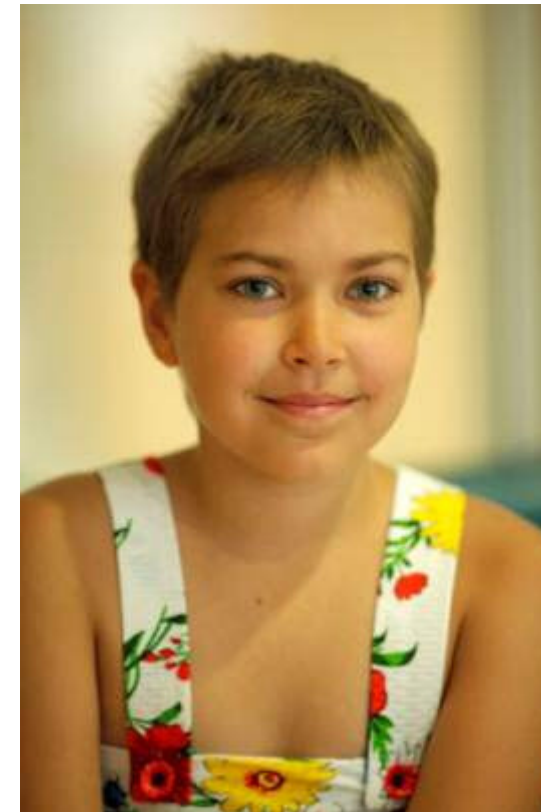
INTEGRATING...

Clinical research as a vehicle for integration

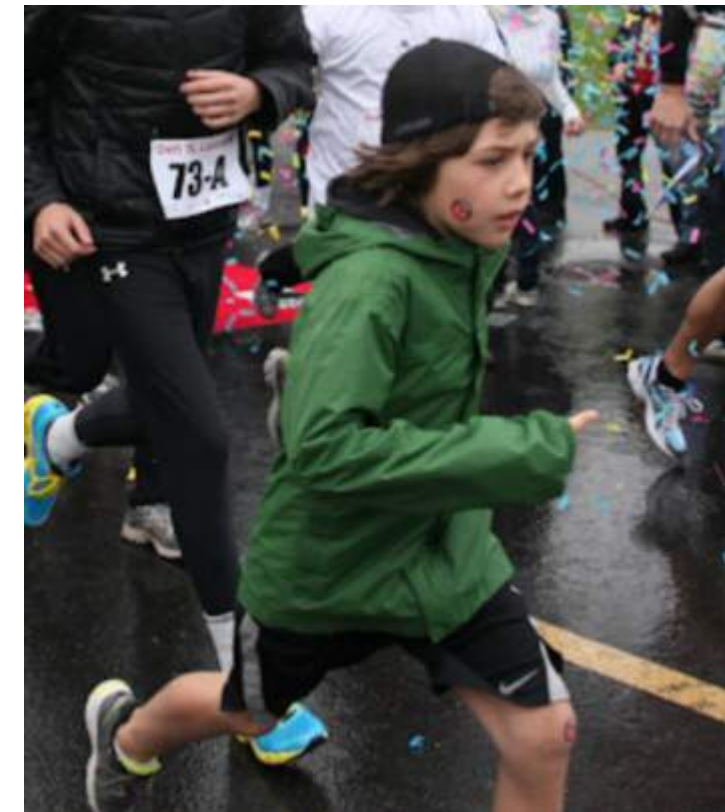
Clinical research projects are an effective vehicle for integration, and this year saw many research projects come to life. The hematology-oncology project called PETALE is a wonderful example. Thanks to its multidisciplinary approach, the knowledge gained from research is being transferred to the patient's bedside at a much faster pace. The area of oncology is particularly advanced from the standpoint of integration. A total of 90% of patients are part of Canadian and North American research protocols.

This year, in collaboration with the Marie Enfant Rehabilitation Centre (CRME), the Research Centre inaugurated a clinical research unit dedicated to rehabilitation (Unité de recherche clinique en adaptation-réadaptation - UReCA). As with all clinical research units, the UReCA unit will accelerate the integration of the institution's missions as it has the mandate to develop new collaborations between rehabilitation specialists, physicians, and researchers of various disciplines, such as occupational therapy, kinesiology, physiotherapy, mechanical engineering, linguistics, and speech-language therapy. It will validate the transfer of knowledge in clinical research and facilitate the development of measurement and therapeutic tools in the field of pediatric rehabilitation.

Our researchers published the results of some 570 studies this past year. A number of studies in rare diseases, psychology, leukemia, and fetomaternal pathologies received wonderful media coverage and highlighted the strengths of the CHU Sainte-Justine in the areas of genomics, clinical research, and personalized medicine.



Source : leucan



Source : leucan



Source : patient

INTEGRATING...

Brain diseases

- Dr. **Jacques L. Michaud** and his colleague, **Myriam Srour**, discovered one of the genes that causes Joubert Syndrome, a rare genetic disease that is particularly frequent in the Bas-du-Fleuve region of Quebec.
- Dr. **Patricia Conrod** demonstrated that personality-targeted interventions delivered by school teachers decrease the risk of adolescent alcohol misuse and delay the uptake of drinking.
- Along the same lines, Dr. **Jean-Baptiste Pingault**, Dr. **Sylvana Côté**, and Dr. **Richard E. Tremblay** discovered that children who exhibit oppositional behavior are more likely to become addicted to drugs, and inattention symptoms are associated with nicotine addiction.

Viral and immune disorders and cancers

- **Julie Hussin**, under the supervision of Dr. **Philip Awadalla**, discovered that a genetic defect in sex cells may predispose children to leukemia.
- A study conducted by Dr. **Youssef Idaghdour**, under the supervision of Dr. **Philip Awadalla**, revealed that the genetic profile affects the ability of children to fight against malaria.

Fetomaternal and neonatal pathologies

- A study conducted by Dr. **Anne-Monique Nuyt** showed that pregnancy complications are up to twice higher in women born pre-term.
- **Gabriel Shapiro**, under the direction of Dr. **William Fraser**, discovered that eating more fish could lower the risk of post-partum depression; many pregnant women are deficient in omega-3.
- Dr. **Gregor U. Andelfinger** discovered genes that explain 10% of aortic valve diseases.

Metabolic health

- The studies of Dr. **Mark E. Samuels** and Dr. **Johnny Deladoëy** have led to the elimination of a drug prescription for two children with adrenal insufficiency thanks to a genome-wide analysis.
- Thanks to a 25-year longitudinal study, Dr. **Grant A. Mitchell** confirmed the efficacy of nitisinone for treating a life-threatening liver disease

Major studies

This year, two research projects received funding of more than \$1 million. Dr. Gregor U. Andelfinger and Dr. Philip Awadalla received a grant from the Fondation Leducq, whose mission is to combat cardiovascular and neurovascular disease, to identify the factors that affect the clinical outcome of patients with bicuspid aortic valve (BAV), a common congenital cardiac malformation. Dr. Marisa Tucci and Dr. Jacques Lacroix received a grant from the Canadian Institutes for Health Research to head an international multicenter clinical trial to evaluate the effectiveness of transfused red blood cells on the incidence of multiple organ dysfunction syndrome in critically ill children.

Innovation, interdisciplinary and leadership in the Department of Pharmacy

As part of the drug circuit initiative, which improved the safety and increase the efficiency of drug distribution and management, digital cameras were installed in order to keep record of drug preparation practices. Further to this, the Department of Pharmacy demonstrated its leadership during the nation-wide drug shortage crisis by getting involved at every level, conducting several studies and developing tools to reduce the impact of this unprecedented shortage.

The Pharmacy Practice Research Unit (PPRU) celebrated its 10th anniversary by hosting an international web conference for all of its students and partners. The first unit of its kind in Canada, the PPRU has gained much recognition from its peers and has published more than 700 documents since 2002.

INTEGRATING...

Parents' Night continues touring Quebec

Once again this year, the Parents' Night on Tour Program was a great success in all of the visited regions. Parents from all over the province were able to attend a variety of conferences given by such renowned speakers as Germain Duclos, Brigitte Racine, Michèle Lambin, Francine Ferland and others. The speakers travelled to Greater Montreal, Montérégie, the Eastern Townships, Gaspésie, Îles-de-la-Madeleine, Abitibi, Outaouais, etc. The presentations covered various topics related to child health and development, such as discipline, self-esteem, and parenting skills.

The evaluation questionnaires distributed to parents at the end of each presentation yielded very high satisfaction results. Parents wrote positive comments about the relevancy of the presentation topics. They also praised the speakers for having travelled such far distances to meet with them, for their expertise and for the quality of their presentations.

For a mother in Sainte-Julie, the conference presented, "content that reflects the real lives of parents and inspires parents to change things and to improve their daily lives." A father in Châteauguay added, "I really liked it. Fathers were included and the topic applied to all parents!"

The success of this program illustrates the validity of the approach to transfer knowledge that meets the needs of parents who are looking for information about the development and well-being of their children.

Works conducted by the health technology and treatment mode assessment team

The Health Technology and Treatment Mode Assessment Unit (UETMIS) contributed to advancing a number of initiatives, such as the organization of the genetic council, the hospital's surgical care safety assessment, and the hospital's pain management interventions.

First breastfeeding event at the CHUSJ

As a health promoting hospital, the CHUSJ is doubling its efforts to encourage breastfeeding throughout the institution and to mobilize the entire staff in its promotion. As part of the World Breastfeeding Awareness Week, the first breastfeeding event proved to be a first key step in consolidating this practice in our hospital.

The organizing committee composed of professionals of the Mother-Child Program, in collaboration with the Health Promotion Centre, put together an event program targeting patients and their families as well as hospital workers.



Statistics regarding care and services,
Including pediatric care, surgery, mental health, obstetrics, and births:

19 325
admissions

10 336
operated patients

3 833
births

66 176
visits in emergency

28 563
one-day treatments at the day clinic

213 864
visits in outpatient clinics

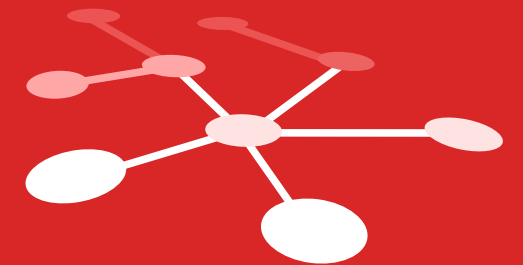
23 944
specialized medical imaging tests (CT scan, MRI, angiography, PET scan, and nuclear medicine)

59 247
ultrasound tests, including hemodynamic tests

41 311
patients received at the Test Centre

74 850
radiodiagnostic tests

ACTING IN THE DIFFERENT NETWORKS



ACTING IN THE DIFFERENT NETWORKS

The CHU Sainte-Justine is working on making its expertise in ultraspecialized care available to all of Quebec by participating in initiatives and discussions with government ministries, agencies, universities, the RUIS, and research and educational organizations. It is a partner of choice for business organizations with whom it develops innovative products resulting from the convergence of their respective expertise.

The skill of sharing expertise

Sharing expertise in the field of maternal and pediatric care of Quebec and advancing care delivery by creating true partnerships with other establishments within the health care network, this is what the Network Activities Coordination Centre of the CHU Sainte-Justine is all about.

Over the past year, a group of network liaison nurses was put together for the purpose of sharing expertise with partners. A small team of six nurses was dedicated to educating patients for their eventual hospital release and providing the required training for the care management of pediatric patients.

The team has also set up a network contact line so that health care partners can speak directly to a network liaison nurse about the transfer or care management of a patient. This contact line operates 24 hours a day, 7 days a week. Since its inception, it has received some 500 calls in addition to 535 transfer requests for the Quebec Perinatal Care Coordination Centre and about 2 000 follow-up calls from referring physicians.

Collaboration and respect for our internal teams and network partners are an integral part of our values to foster networking.

The CHU Sainte-Justine continues its involvement in the Integrated Health Program for Haiti

It is with great pride and profound commitment that the CHU Sainte-Justine continued its work in Haiti in 2012-2013 as part of the Integrated Health Program for Haiti, funded by the Canadian Red Cross. In close collaboration with the partners of this program, the Public Health Department of Montreal and the International Health Unit of the Université de Montréal, the CHU Sainte-Justine continued its activities with the Hôpital St-Michel de Jacmel and the Département du sud-est to improve the health of mothers and children of this region. Missions of expertise, Kaizen skill enhancement workshops, clinical training, implementation of protocols, clinical support, and hospital management reinforcement are just a few examples of the initiatives that were undertaken in the areas of employee skills enhancement and quality care improvement.

Now Ten years



The 10th anniversary of the Réseau mère-enfant de la Francophonie (RMEF)

Particularly rich in activities and knowledge-sharing opportunities, the Réseau mère-enfant de la Francophonie experienced quite a year in 2012 as it celebrated its tenth anniversary. A new focus area was added to the network's four main focus areas of patient care, health education, research, and management. The new evaluation focus area will serve to assess the outcomes of this knowledge-sharing network. This is an important step toward making the RMEF not only a network for knowledge-sharing, but also a place for knowledge management.

The 20 Francophone university hospital centres actively contribute to making the RMEF more vibrant. A concrete example of this was the recent conference in Bordeaux, whose theme focused on the promotion of mother and child health in university hospital centres. This tenth annual conference, which received about 300 participants, was organized in an eco-friendly manner that is consistent with the principles of health promotion and a healthy environment.



ACTING IN THE DIFFERENT NETWORKS

Collaboration is the cornerstone of research

Working in national and international networks is the corner stone of research at the CHU Sainte-Justine as it enables the institution to extend the scope of its research work, to collaborate with leading experts from around the world, to share knowledge and to recruit top research scientists and students.

This past year, more than 100 investigators of the Research Centre collaborated with some 150 partner establishments around the world, consisting of 100 establishments in the United States, 50 in Europe, and 4 in Asia. One of the partnerships was awarded this year's Premio Venezia from the Italian Board of Trade in recognition of the scientific complementarity and the ground-breaking nature of the work conducted by the teams of the CHU Sainte-Justine and the Istituto Ortopedico Galeazzi de Milan in the molecular genetics of musculoskeletal diseases.

Student recruitment was particularly high at the international level. A total of 40% of post-graduate students, research fellows, and post-doctoral interns at the Research Centre came from 43 different countries. In light of this success, the Research Centre invited the consuls of six North and South American, Asian and European countries to attend a prestigious post-doctoral awards ceremony in view of building relationships and expanding its network of university partners on these continents.



Pan-Canadian leadership in genomics and personalized medicine

A Pan-Canadian research study received a grant from Genome Canada and the Ontario Genomics Institute, which demonstrates the power of network collaborations and confirms the CHU Sainte-Justine's leadership in applied research in genomics and personalized medicine. A team from the Department of Genetics and Brain Disease Research Axis, in collaboration with two investigators from the Université de Montréal, will work on identifying the genes associated with epilepsy and to predict response to different antiepileptic drugs. The goal of the study consists in finding treatments that could prevent cognitive decline in one third of patients for whom antiepileptic drugs are ineffective.

In addition, the CHU Sainte-Justine will officially assume the management and operations of the CARTaGENE project this year. CARTaGENE is a major, province-wide scientific project that will facilitate the emergence of innovative research studies in health, particularly in genetics and personalized medicine. Its databases and biobanks reflect the genomic diversity of the Quebec population, but also offers internationally competitive information. It is intended for researchers and public health decision-makers in Quebec and abroad.



ACTING IN THE DIFFERENT NETWORKS

Toward new business partnerships

An initiative of health institutions, supported by the business community, led to Quebec's first strategy forum on health, an event that held discussions on such topics as health care, economic development, exploitation and openness to the world. Presented by the Conférence des CHU du Québec, in association with the Board of Trade of Metropolitan Montreal, the forum was mainly aimed at promoting and developing the Quebec health care system, attracting new investments and exporting Quebec's expertise worldwide.

A total of 13 health institutions and research centres met with more than 75 companies in order to develop future business partnerships in information technology, construction and engineering consulting sectors, etc. Attendees were provided with information related to successful partnerships, best practices, and ways to showcase their expertise abroad. As a prelude to the International Forum on Health due to take place in the fall of 2013, this event was an opportunity to establish an inventory of the needs, current partnerships, opportunities, and new avenues for collaboration.

A collaboration for achieving scientific breakthroughs in health

The École Polytechnique de Montréal and the CHU Sainte-Justine, who have been collaborating solidly for some time, signed a three-year partnership agreement to advance this cooperation.

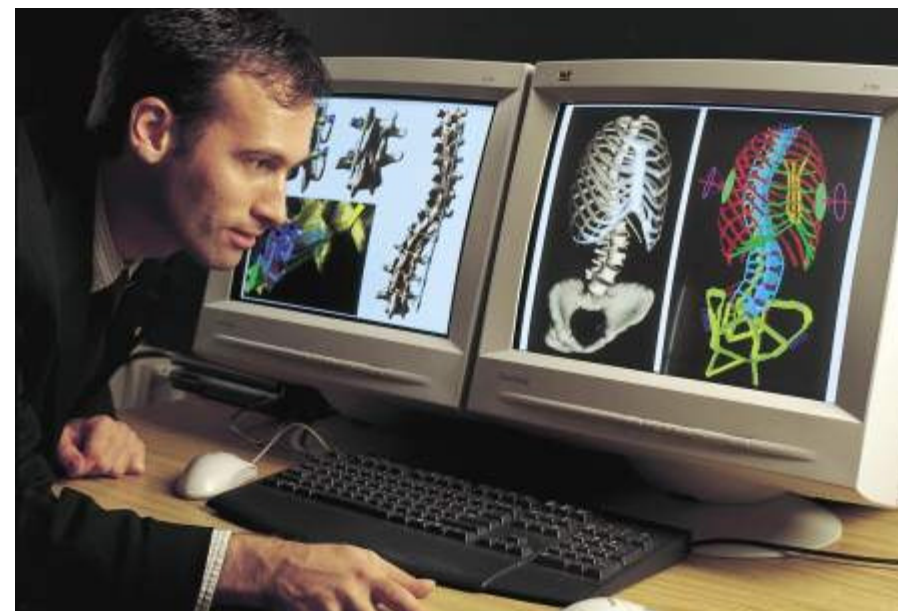
This agreement will enable the two establishments to share their expertise in projects related to the fields of biomedical engineering, computer engineering, pediatric rehabilitation engineering, industrial engineering and other fields associated with their respective missions. The agreement also provides for the continuation of sharing laboratories and joint training of post-graduate and post-doctoral students.

A number of projects resulting from this collaboration have been deployed over the past years, for example: the biomechanical modeling of the spine of children with deformities, the development of less invasive orthopedic treatments, and the mechanical understanding and regulation of bone tissue growth and development.

This agreement illustrates the fulfillment of the teaching and research missions of both institutions and will provide clinicians and administrators with technology that will serve to deliver more sophisticated care to children.

Four Quebec university hospital centres unite in favour of a bike helmet law

On the initiative of pediatricians of the CHU Sainte-Justine and with the active support of the Health Promotion Centre, a health promotion advocacy group made up of professors from the pediatric departments of four university hospital centres was created to develop joint proposals on key issues deemed important for the health and well-being of children and teenagers, with bike safety being a top priority. At a press conference held on June 20, 2012, the four university hospital centres called on the government to pass a provincial law that would support their efforts to raise public awareness about the importance of wearing bike helmets.



ACTING IN THE DIFFERENT NETWORKS

The Health Promotion Centre, an active participant in the networks

The Health Promotion Centre has been significantly active in a number of public health and disease prevention networks at both the national and international levels. In Quebec, it actively participates in the Child Disease Prevention Board of the four UHCs, the Public Health Department of Montreal, the Institut national de santé publique du Québec (INSPQ), the Public Health Department of the Minister of Health and Social Services, and the Agence de la santé et des services sociaux de Montréal. Internationally, it collaborates with a number of organizations that include the Réseau mère-enfant de la Francophonie, the École des hautes études en santé publique (EHESP) in France, and the Institut national français de prévention et éducation pour la santé (INPES).

The health promotion team was solicited for its expertise by various agencies, namely regarding breastfeeding and unintentional injury prevention. It also participated in the annual conference hosted by the Réseau québécois des établissements promoteurs de santé, whose theme focused on the principles of health literacy not only in conferences, but also in scientific and organizing committees.

It also partnered with the Public Health Department of Montreal in Défi Santé and Défi Tabac by providing support to staff in the production of information and nutrition capsules. It also participated in reviewing Montreal's plan on the fight against nicotine addiction.

The health promotion team also collaborated in adapting the HPH-WHO standards manual and self-assessment forms by drafting a notice regarding the adaptation of this tool for the Quebec community.

For healthy eating environments

Held under the auspices of the Health Promotion Centre, the Knowledge-Sharing Conference on healthy eating environments gathered more than 120 individuals from health institutions, educational establishments, municipal and provincial agencies, community organizations, research centres, and industrial and food distribution sectors.

The objective of the conference was to further explore the application of the concept of healthy vending machines in different settings and to identify strategies for sharing and disseminating best practices.

A scientific article was also published in the *Canadian Journal of Dietetic Practice and Research* to demonstrate the success of the CHU Sainte-Justine's new approach regarding healthy vending machines.



ACTING IN THE DIFFERENT NETWORKS

THE SAINTE-JUSTINE UHC FOUNDATION, CLOSE AND LONG-LASTING RELATIONSHIPS WITH THE COMMUNITY

Do more to heal better are the words that the Sainte-Justine UHC Foundation has stood by since last December. Throughout the Healing More Better campaign and with the target of \$150 million by 2018, it promises to invest in cutting-edge science to heal more children in Quebec and to keep doing it even better.

And everything is already in place. With Céline Dion and René Angélil as honorary lifetime patrons and campaign co-chairs Pierre Boivin, Jacynthe Côté and Serge Godin, honorary presidents Jean Coutu and Paul Desmarais Jr, the Honorable Michael M. Fortier, the new president of the Board of Directors, and a campaign cabinet of the most influential business leaders of Quebec; all of the alliances that were formed over this past year are a potent symbol of how deeply Quebecers care about the CHU Sainte-Justine.

More than 80 000 donors have admirably proved this in 2012-2013 by gifting over \$30 million to the CHU Sainte-Justine in support of its most important projects. This extraordinary contribution will make it possible to invest in the training of future pediatricians and in advancing care through state-of-the-art technology and novel treatment approaches. A record \$13 million was also invested in research to set up new laboratories in neuroscience, to create bursaries of excellence for leading researchers at home and abroad and to attribute start-up funds to top scientists.

Thanks to the community with whom it has built deep and long-lasting relationships, the Sainte-Justine UHC Foundation is accelerating the pace of discoveries, proving that generosity can give power to life.



plus mieux guérir

Défi-Jeunesse 1km is a race that, each year since 2008, has been uniting thousands of students from private schools from all over Quebec. Confident in their ability to change the course of things, all of these students together form a strong and solid team and create the most beautiful chain of humanity, of kids helping other kids.



ACTING IN THE DIFFERENT NETWORKS

THE FONDATION MÉLIO of the Marie Enfant Rehabilitation Centre

Independence, more than just a promise

The **Fondation Mélio** contributes to the development and self-fulfillment of the 5 000 children with motor and/or speech disorders who are treated at the Marie Enfant Rehabilitation Centre (CRME) each year. Its action aims to support research, the acquisition of equipment, and the development of innovative projects in pediatric rehabilitation through financial contributions.

In 2012-2013, the **Fondation Mélio** gave the CRME more than \$545 000 in regular donations, specified donations and property, 27% of which were dedicated to research projects, 26% to redevelopment projects, 18% to the Réadap-Innovation program in support of 14 projects, 11% to the humanization of care, 11% to the acquisition of specialized equipment, and 7% to skill enhancement bursaries for CRME professionals.

Created in 1995, the Réadap – Innovation program aims to encourage and maintain employee interest in developing and presenting innovative projects focused on improving care delivery and the quality of life of the children treated at the CRME.

So far, a total of \$2 729 727 have been invested in evidence-based clinical projects and technology initiatives. For example, thanks to its financial contributions, the Fondation Mélio was able to support:

- the development of an assessment and simulation system to adapt a tri-cycle for children with amputations above the knee; and
- the production of a video to raise public awareness about the cause of people with motor and/or speech disorders. For this, four rehabilitation specialists put themselves in the shoes of their young clients for 75 hours.

Looking forward, the Fondation Mélio is proud to support the independence and well-being of children and families of the Marie Enfant Rehabilitation Centre. Many thanks to all its partners.



The Fondation Mélio has developed and set up, in partnership with Cale Systems, two park-and-donate terminals in the foundation's colors.



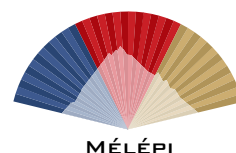
MOBILIZING INDIVIDUALS AND OUR TEAMS



MOBILIZING INDIVIDUALS AND OUR TEAMS

The CHUSJ strives to create an environment where employees are recognized for their commitment and where they can advance their knowledge and skills, take part in university-level activities and shine in their respective fields.

MÉLÉPI, fostering the full scope of the nursing practice



Two years since its official launch, this major organizational project, involving the Departments of Nursing, Clinical Services and Human Resources, will soon complete its work on the structural elements that will enable every nursing professional to practice their profession to the full scope of the nursing practice.

Three pilot units have begun deploying the project. This serve to validate the deployment strategies and tools in order to establish the conditions for success so that, once *Grandir en Santé* is upon us, the nursing practice of these professionals will have been transformed in accordance with the new standards put forth by MÉLÉPI.

Some of the work accomplished this year includes the adoption of work organization guidelines, the creation of a nursing competency referential (nurses, teaching nurses, and auxiliary nurses), and the production of audiovisual tools to promote the opportunities that the nursing practice offers in our institution.

Thanks to MÉLÉPI, our 1 800 nursing professionals will use the nursing competency referential to determine their training needs and to plan their continued education curriculum. They will be able to therefore practice in an organization, where they can enjoy the full scope of the nursing practice and make career choices that will enable them to fulfill their career goals.

The transformation will roll out gradually one care unit at a time and is expected to be completed by the end of 2015 in time for *Grandir en santé* and to better meet the needs of our patients. The evaluation of the project's outcome will serve to establish measurement indicators for improving care quality, retaining nursing professionals and attracting quality nursing professionals.

An ambitious work reorganization project in hygiene and sanitation

During the course of this past year, a joint committee was created to thoroughly review the operations of the Department of Sanitation and Hygiene. This major undertaking primarily aims to improve processes, tools and equipment and to enhance quality, health safety, and work organization. This has led to the introduction of a pilot project at the very heart of sanitation services.

The primary objective: To redefine and enhance the work organization of the Department in order to provide patients and hospital staff with a safe and clean environment while respecting the standards and best practices in sanitation and hygiene.

The Hygiene and Sanitation 360° pilot project will also serve to harness the indispensable skills of sanitation and hygiene specialists, particularly in the area of infection prevention and control.

The synergy developed between sanitation and hygiene employees, hospital administrators, and union representatives has led to the creation of an innovative work methodology that will then be put to the test. Other stakeholders, such as the Department of Technical and Accommodations Services, the Department of Human Resources, and the Executive Management Office, also provided essential support in implementing this project and in obtaining a grant from the Minister of Health and Social Services.

The results of this project will enable the CHU Sainte-Justine to assess whether or not this new work organization better responds to the reality of the institution and to government guidelines. If applicable, the results of this ambitious project could take hold throughout the organization.



From left to right: Daniel Bourgoïn-Richer, Sonia Richer, and Louis Sauvé, Sanitation and Hygiene Technicians

MOBILIZING INDIVIDUALS AND OUR TEAMS

Sainte-Justine Management School: Contextualized Learning

The Sainte-Justine Management School, created in 2009 upon signing a partnership with the HEC Montréal, is pursuing its activities and expansion to guide the organizational transformation of the CHU Sainte-Justine and to transfer the expertise developed across Quebec's health care and social services network.

In addition to its partnership with HEC Montréal, the Sainte-Justine Management School is currently working in close collaboration with the École Polytechnique de Montréal, the École de technologie supérieure (ETS), the Cité Collégiale, the École nationale d'administration publique (ENAP), the School of Public Health of the Université de Montréal, the FERASI Centre, and the RUIS of the Université de Montréal. It also closely collaborates with international partners, such as the École des hautes études en santé publique (Rennes, France) and the Frankfurt School of Finance and Management (International Healthcare Management – MBA).

In October, 2012, the Sainte-Justine Management School participated in the CHU Sainte-Justine's quality and innovation show. As a result, a number of new projects were developed, including the business management training project for physicians, the Logibec's attendance and replacement modules implementation project, and the project on the organizational impact assessment of the Planetree approach. Such activities are serving to strengthen the role of health care managers, to foster knowledge-sharing between health care professionals and partners, to continuously enhance management skills and practices, which ultimately translates into delivering better quality care to our patients, in the image of a learning enterprise that is the CHU Sainte-Justine.



Our family of employees:

5 630 employees, including:

1 567 nurses and auxiliary nurses

1 578 professionals (members of the multidisciplinary committee)

528

physicians, dentists, and pharmacists (including associate and advisory members)

213

researchers (including associate researchers)

3 615

interns and students (including research)

316

volunteers



MOBILIZING INDIVIDUALS AND OUR TEAMS

The Project Management Office, a provincial mandate

Since its creation in 2009, the Project Management Office has been actively involved not only in the development of major projects, but also in the transfer of knowledge. Thanks to a personalized management training program, the project management team has provided training to more than 150 directors and professionals of the CHU Sainte-Justine so far.

This internal team of experts has been gaining recognition ever since the Project Management Office received the provincial mandate to oversee joint projects financed by the Minister of Health and Social Services. The team provides training workshops in project management to representatives of different establishments and supports them in the development, planning and, in some cases, the realization stages of their projects. To date, over 300 individuals have benefitted from the team's expertise.

The expertise of the Project Management Office has been recognized by both the network and establishments who are seeking to implement a model similar to that of the CHU Sainte-Justine.



*Denis Leroux, Assistant Service Manager, CRME, DSTH;
Sophie Gravel, Head of the Neonatal Care Unit;
and Éric Castonguay, Microbiology and Immunology Laboratory Service Manager*

Every step counts

As part of the CHU Sainte-Justine's Employee Wellness Program, the walking club and the stair-climbing club continued their activities for a second year in a row. During the course of the past months, the Health Promotion Centre added several new activities to the program. Two walking groups have been created so that participants can select between two different schedules that focus on either speed or distance. A number of information capsules on weight loss, food habits, and proper exercise footwear were provided each week to participants.

Another new activity that was added this year is the pedometer club, which provides employees with access to a pedometer so that they can count and add up the number of steps they walk both on and off the job and motivate themselves to achieve their daily goal.



Maude Beaulieu-Lahaie



Bryan Provost



Stéphanie Tessier

MOBILIZING INDIVIDUALS AND OUR TEAMS

Recognition Gala 2011-2012

The CHU Sainte-Justine wishes to express its appreciation to its employees for their professionalism and unwavering commitment within their respective fields and for their outstanding contributions to improving the health of our patients and their families in every mission area: care, teaching, research, and health promotion.

Many thanks to the candidates and congratulations to the winners of the 2011-2012 Recognition Gala.



Sainte-Justine Award

This honorary distinction is awarded to an individual whose significant achievements and notoriety in an area of activity or field of expertise have enhanced, in an exceptional manner, the visibility of the CHU Sainte-Justine on the national and international stages.

Congratulations to Dr. Normand Lapointe

Dr. Normand Lapointe Pediatrician-Immunologist

Awards of Excellence



Award of Excellence Expertise and Competency

Marie-France Vachon,
Nurse Coordinator in Bone
Marrow Transplants

Specialized Pediatrics Program,
Hematology-Oncology



Award of Excellence Humanization

Madeleine Tessier,
Gardener

Pediatric Care Unit



Award of Excellence Innovation

Evaluation of the application of a protocol for patients with massive hemorrhage by way of an interdisciplinary team simulation

Dr. Arielle Lévy, Dr. Andrée Sansregret, Dr. France Gauvin,
Dr. Sandra Lesage, Dr. Nancy Robitaille, and
Dr. Géraldine Petterson



Award of Excellence Commitment

Trauma Surgery Unit, Trauma Surgery Program

A few members of the trauma surgery team: Lucie Thibault,
Unit Head; Sophie Mathon, Nurse; Tina Del Duca, Clinical
Administration Manager; Mélanie Lagacé-Thibault,
Administrative Assistant; Karine Martin and Maude Beaulieu-
Lahaie, Nurses; Valérie Roy, Auxiliary Nurse; Louis Lapointe,
Nurse; and Maryse Lamoureux, Assistant Head Nurse.

MODERNIZING OUR SPACES AND TECHNOLOGIES



MODERNIZING OUR SPACES AND TECHNOLOGIES

The major construction project Grandir en santé, which will represent a 65% increase in total surface area upon completion, has led the CHU Sainte-Justine to rethink its operations and transform its processes and practices in order to properly prepare for this upcoming expansion in four years.

In an ever-changing technological environment, technologies must serve to increase performance, efficiency, and innovation at the CHUSJ as well as enable it to be at the forefront in all areas.

The Sainte-Justine is a health care partner, an employer, and a corporate citizen who strives to foster an environment of wellness for patients, visitors, health care workers, and the wider community. It is also committed to developing, evaluating and implementing innovative technologies.

Grandir en santé has commenced!

A new page has been written in the history of the CHU Sainte-Justine with the signature of the contract agreement with SNC-Lavalin Construction inc and the symbolic ground-breaking ceremony that was held on April 15, 2012, in the presence of dignitaries, parents, and friends of the CHU Sainte-Justine.

The *Grandir en santé* project consists in building the new Research Centre and the seven-story Specialized Units Building that will house three specialized care units: the pediatric and neonatal intensive and intermediate care units, the high-risk pregnancy unit and birthing centre, the surgical suite and medical imaging room.

A major construction project of this kind has many challenges. Because the new buildings are being built close to the hospital and private residences, and dynamiting and excavation work is generating a lot of dust and noise, a risk management committee was created, and measures have been taken to minimize the project's impact on the neighbourhood. Some units had to be temporarily moved and special attention was given to infection prevention and control with great success.

Aware of the project's impact on citizens of the neighbourhood, the CHU Sainte-Justine has set up a one-stop shop to respond to the concerns, questions, and requests of neighbours by either telephone or e-mail. A number of communication tools (bulletins, information sessions, work notices, etc.) were also developed, and a Good Neighbourhood Committee was created and holds meetings every two months.

The first year of this major four-year project is now behind us. The excavation work was completed last spring, and the new facilities are finally starting to rise up from the ground.

Beyond all of the concrete, the *Grandir en santé* project is achieving the vision to provide our community, patients, families, and staff with a modern and humanized hospital setting and workplace. To modernize is to build a project together that is in our image.



MODERNIZING OUR SPACES AND TECHNOLOGIES

As we wait for the big move

In order to prepare the transfer of our activities to the new buildings, the transition team has become involved in many important projects in several areas at the CHU Sainte-Justine to support the teams.

To name a few, the transition team completed the second phase of the clinical consultation initiative jointly with the *Grandir en santé* team. Based on best practices in architectural design for health institutions, four rooms were reproduced as full-scale prototypes. These test rooms, furnished and outfitted with medical equipment and accessories, enabled the clinical teams to validate, using simulations, the configuration of the spaces and location of their different elements as well as to identify the required adjustments.

In the neonatal care unit, the work groups involved in the transition plan have put together a number of recommendations. As per the established priorities, several teams were given mandates related to key projects for the coming year.

The transition team has also become involved in the application of the living laboratory concept that was implemented in collaboration with the Trauma-Surgery Unit, where the care team is testing the technology and related practices in view of eventual deploying them throughout the CHU Sainte-Justine.

It was also involved in a number of projects related to the modernization of laboratories and gynecological facilities.

These accomplishments are taking us from where we are right now to our new environment of tomorrow.

The first digitized clinical information system

It was at the Pediatric Intensive Care Unit (PICU) that the first digitized clinical information system was implemented at the CHU Sainte-Justine. From now on, patient files will be paperless.

This innovative organizational project primarily involved the pediatric intensive care team as well as consultants, health professionals, the medical records team and the teams of the Departments of Pharmacy, Biomedical Engineering, Computer Technology and Technical Support.

A testing phase was required to harmonize certain technological aspects and to adjust the software's configuration to make the system more user-friendly, reliable and secure. As with any major undertaking, the project will require several more periods of adjustments in order to ensure satisfaction and optimal use.

Lounge



Atrium



MODERNIZING OUR SPACES AND TECHNOLOGIES

Modernizing existing spaces

As part of the initiative to modernize our spaces, several important construction projects were completed. Creating the Assisted Procreation Centre enabled us to redesign and expand our spaces for medical care, teaching, and research activities.

In order to advance our research activities, new spaces were also created as part of the redevelopment project of the two floors of the neurosciences laboratory and another laboratory on the third floor. The existing rooms of the experimental research laboratories were also expanded and reorganized to provide our researchers with more functional spaces for cutting-edge research.

A safe and friendly place for patients and staff of psychiatry

Over the course of this past year, the Department of Psychiatry moved forward with the second phase of the redevelopment project of its hospital care unit. In collaboration with the teams of the Departments of Technical and Accommodation Services, the Project Management Office, Department of Transition, and external consultants, the redevelopment project for a new 19-bed unit respecting current standards was successfully completed.

The constant concern to provide patients and staff with a warm and secure environment, one that is also conducive to teaching and research, was what guided the team throughout this initiative. In addition to an evaluation of the physical spaces, the care team also reviewed its work processes and clinical tools in order to improve interdisciplinary collaboration and communication regarding the clinical evolution of patients in order to provide each patient with a personalized care management plan.

In tandem with the modernization project, major renovation work in the existing hospital unit were completed in the fall of 2012. The reconfiguration of the unit took into account recommendations based on expert consultations and observations about the team's operations put forward by Steelcase and Trium. The outstanding collaboration of the hospital unit's care team was maintained throughout this entire transition process. They were able to continue delivering safe and quality care while remaining involved in the modernization of their clinical practices.

Security desk - Specialized Units Building



Room in Pediatric Care - Specialized Units Building



DEVELOPING OUR ORGANIZATIONAL CULTURE



DEVELOPING

OUR ORGANIZATIONAL CULTURE

Quality and safety, performance, communication, and change management constitute the building blocks that provide the CHU Sainte-Justine with the foundation for fulfilling every aspect of its mission.

● Quality and safety

Establishing a culture of quality at the CHU Sainte-Justine

In order to establish a culture of quality at the CHU Sainte-Justine, a number of initiatives were undertaken over this past year that include the creation of the Quality Audits Coordination Program and the establishment of the Client Experience Office.

Creation of the Quality Audits Coordination Program

The Quality Audits Coordination Program serves to provide the staff with quality analysis, measurement and enhancement tools. It also focuses on acquiring knowledge that will help each person accept their responsibility, to understand the importance of following patient care protocols and to respect procedures.

This program coordinates audits using standardized quality assessment models. It prepares the teams in order to obtain optimal levels of compliance in accreditation Canada and Planetree certifications. The program features the reinforcement elements of a continued quality improvement approach.

Creation of the Client Experience Office, a leading-edge project and tool for listening to what our patients expect

During the year 2012-2013, the Client Experience Office (CEO) introduced a survey that will be used on a regular basis with patients who visited the emergency room. Patients can now complete a questionnaire regarding their experience in the hospital. Families are able to express their expectations and appreciation about their visit, communication with hospital staff, and information they received. The *Emergency Patient Experience questionnaire* was developed in collaboration with the Users Committee, complaints commissioners, and the Emergency Department.

The Client Experience Office developed client experience evaluation tools for the departments, units, and clinics. These include medical imaging, trauma-surgery and pediatric endoscopy so that the teams can integrate the patient-family perspective in their initiatives to continue improving care delivery.

This innovative approach, inspired by the example of the Cleveland Clinic's Office of Patient Experience, proved to be most useful and effective in informing the client program improvement process. The collaboration model between the Department of Quality, Safety and Risk Management and the Users Committee is said to be an exemplary practice in the network and by the Regroupement provincial des comités des usagers.

DEVELOPING OUR ORGANIZATIONAL CULTURE

Increasing quality, reducing costs

On the initiative of the CHU Sainte-Justine, a project launched in five health institutions in Montreal and Laval aims to improve the quality of care delivered to mothers and children and to increase the potential of reducing costs.

Many hospital centres are working together to determine and assess their needs, to harmonize their choice of products and to standardize clinical practices. A number of recommended processes can help them determine their costs and needs, evaluate products and participate in calls for bids on a voluntary basis.

This two-year optimization project should also compensate for the lack of product standardizations and stock-outs, while improving storage of products in the units.

Long live the cultural diversity of the CHU Sainte-Justine

The *Guide on the Reference Framework for Personalizing Care and Reasonable Accommodations* in relationship to the cultural diversity of the CHU Sainte-Justine is now part of its management toolkit.

This guide was developed to help managers take greater account of the diversity of their clientele and staff. The guide offers a process for addressing requests to adapt operational or management standards, for personalizing care or for issuing an exemption to the rules and practices in place.

Further to this, a team made up of clinicians and anthropologists of the Sainte-Justine Intercultural Pediatrics Unit prepared a series of clinical vignettes for training purposes. Modelled on real-life situations, these vignettes are part of the materials used during intercultural awareness workshops.

Planetree, a process underway

Since 2010, the CHU Sainte-Justine has been working on establishing the conditions that will advance and strengthen this humanist approach aimed at children, teenagers, mothers, families, staff, and the wider community.

So far, several milestones have been achieved in the implementation of this process:

- A steering committee was established to develop a strategy for implementing the approach and to support deployment initiatives in collaboration with the Users Committee.
- A coordinator was appointed to oversee and support the initiatives. Performance measurement indicators of the Planetree Network's recognition and self-assessment program have been implemented.
- The Planetree approach has been deployed in four pilot departments: emergency, medical records, employee recruitment and retention, and the medical device reprocessing unit. A steering committee has been created to monitor the implementation and consolidation phases.
- A training workshop based on the components of Planetree was provided internally to 20 advisory experts. Another training workshop for the employees of the four pilot sites focused on the appropriation of the model that was adapted to their reality.
- A consultation office was set up to meet the different needs of the teams: change management; research project collaborations to develop measurement indicators for the humanization of care, services, and human resources management; review of the general employee orientation program; and development of client satisfaction surveys.



AFFILIATED MEMBER
of the Quebec
PLANETREE
Network

DEVELOPING OUR ORGANIZATIONAL CULTURE

● Performance

Measuring and monitoring performance is enabling the CHU Sainte-Justine to possess the proper tools and indicators in order to move forward as an efficient, effective, transparent, high-performance organization.

Value-added information for clinicians, administrators, and the organization

The Performance and Decision Support Cell primarily aims to support administrators, clinicians, and all stakeholders of the organization in the development of measurement, analysis and decision-making tools. This management culture change operates through the deployment of scorecards in the organization.

So far, the mother-child health and trauma-surgery client programs have begun developing their scorecards and have even started analyzing and using their results. The same can be said about the scorecard of the Board of Directors, whose first version was developed and demonstrated on two occasions in the past year.

In the near future, we will be developing many other projects, namely the information technology (IT) performance environment initiative. This initiative will integrate the data compiled by different applications and will enhance the use of the current decision support tools (scorecards, comparative analyses, etc.), while fostering the development of new tools that could anticipate the results by way of simulation laboratories. The work will begin with the executive committee's scorecard, which will serve as a model for the new IT performance environment.

These developments and accomplishments are thanks to our many collaborators at every level of the organization. The warehouse and database owners deserve a noteworthy mention for their contribution in the supply of information.

DEVELOPING OUR ORGANIZATIONAL CULTURE

● Communication

To provide the best possible care and service as well as a stimulating workplace environment, it is important to develop a culture of communication within the organization, and at every level. Such a culture leads each and every one to communicate, not only by informing and listening to each other, but also by understanding others and being understood. Good communication for informing, raising awareness, understanding and mobilizing.



In order to meet our performance, quality, project management, change management and humanization goals, organizational communication is a partner of vital importance in terms of transmitting relevant information, establishing efficient communication networks and defining processes and methods so that stakeholders can effectively carry out the organization's mission and meet targeted goals.

Over the course of the past year, two new communication forums have been organized for management personnel. The exchange forum enables the executive director to have an opportunity to meet with managers and to discuss the major challenges of our organization; the four editions of this forum met the expectations of 91% of the attendees. Interconnexion, a monthly assembly for the more dynamic ones, enables executives to obtain information from their peers on the current issues affecting the CHU Sainte-Justine and to receive business communication support by attending a briefing on the key messages to pass on to their teams. The rate of appreciation for the presentation of this forum was 88%.

A survey was also conducted to measure the level of appreciation of the readers of the CHU Sainte-Justine's internal magazine, Interblocs. The survey yielded very positive results thanks to the 720 individuals who answered questions on the content, format, and general presentation of the magazine. Among the main highlights, 84% of respondents said to read each new issue on a regular basis, and readers expressed their general appreciation of the magazine with a grade of 8/10. This exercise served to confirm that this internal magazine is an effective tool for communicating to the entire staff.

Evaluation of the first series of digital information capsules

After completion of the production of the first series of digital information capsules, the Health Promotion Centre proceeded with an evaluation on the output parameters of the content, such as duration, clarity, image flow, messages and choice of illustrations. The editing and writing criteria were selected to respond to the context of the waiting rooms, where the public is captive, but is not able to pay every moment of their attention to the messages presented on screen.

The evaluations were done last summer with families in the waiting rooms of the emergency ward and the obstetrics and ultrasound clinic.

A total of 98% of respondents said to have appreciated the information capsules and found the on-screen information relevant. It should be noted that 75% of respondents said to have never watched information capsules of this kind anywhere before.

DEVELOPING OUR ORGANIZATIONAL CULTURE

● Change

The CHU Sainte-Justine adheres to a structured and dynamic process of change management that not only serves to cultivate a spirit of change, but also helps to enhance the ability to adapt to new situations, another way of working and a different environment.

Change management is at the heart of our organizational transformation

This approach provides a wider vision of the human issues and risks, the levers and the conditions for success related to this transformation. It is both a structured and evolving process that must be contextualized and tailored to the situation and needs of the field affected by the change. Change management is defined by the support provided to those who are responsible for its implementation and to those who will carry it out. It primarily aims to develop the organization's capacity to change and integrate new practices or procedures in a harmonious manner.

The process aims to establish the conditions that foster continued improvement and knowledge transfer to ensure change.

The network of agents for change

Since the network began in June, 2011, more than 120 individuals joined the program: 39 in 2011, 48 in 2012, and 38 in 2013. Following the training program, the agents for change feel better equipped and more confident to face the CHU Sainte-Justine's transition projects.

The network of agents for change promotes a better understanding of the culture and reality of the different sectors of the CHU Sainte-Justine and fosters an exchange of perspectives between employees from a wide variety of job function categories.

These agents are defined as supporters, resource people, facilitators and engines for transmitting information. They have said to be very motivated to apply what they have learned to the CHU Sainte-Justine's numerous transition-related projects. Created to support the major transformation related to *Grandir en Santé*, the network of agents for change also encourages and offers its members the possibility of collaborating in different types of projects. Some of

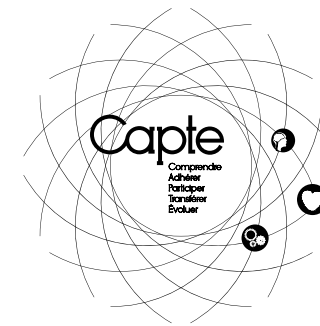
them had the opportunity to concretely use their skills in projects of a technological nature as well as projects concerning care delivery practices.

Understanding – Adherence – Participation – Transfer – Evaluation

As part of the health management school and to meet a need expressed by executives, the CHU Sainte-Justine, in collaboration with Brio Conseils and HEC Montréal, developed a process and tools to facilitate change management by way of a project. CAPTE is an innovative methodology developed by change management specialists for the health care network. Simple tools that can be used individually provide the teams with the support that will accompany them throughout the projects and enhance the human resources management in the transition. In a context of organizational transformation, growth and performance gains management make it important to take change management into account.

In 2012-2013, the organization's results were significant. Experience demonstrates that the CAPTE process guides decision-making, fosters open discussions between stakeholders, steers the most appropriate actions, increases the organization's capacity to manage the project's implementation and serves to capture and safekeep data about a project's performance.

The activities report of the past year is impressive. At the CHU Sainte-Justine, some fifty directors, assistant head nurses, and laboratory coordinators as well as members of the network of agents for change participated in the training workshops. The external deployment served to share this experience with 18 health institutions, namely via the Agence de la santé et des services sociaux de Montréal, to support those responsible for the implementation of OACIS.



Second group of agents for change present at the photo shoot



OUR OUTSTANDING TEAMS



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Awards and Distinctions

Dr. Philip Awadalla – 2012 Joe Doupe Young Investigator Award

Jean-François Bussi res – 2012 Conference Award, Canadian Society of Hospital Pharmacists 2012 Pfizer Innovation Award, Association des pharmaciens des  tablissements de sant  du Qu bec

Management and Leadership Best Practices Award and Sage Medication Practices Award, Canadian Society of Hospital Pharmacists

Dr. Maryse Bouchard – 2011 Paper of the Year Award, Journal of Environmental Health Perspectives

Cynthia Carbonneau – September 2012  tudiants chercheurs  toiles Award, Fonds de recherche du Qu bec-Sant 

Dr. Sylvain Chemtob – 2012 Career Award, Foundation of Stars

Dr. Edgar E. Delvin – Elected as member to the Acad mie nationale de M decine de France

Dr. Mohamed Elbakry – Roger-Simoneau 1st Prize in Fundamental Research, Soci t  de la scoliose du Qu bec

Dr. William Fraser – 2012 Distinguished Scientist Award, Canadian Society of Clinical Investigation

Redouane Jamali – Pediatrics Award of Excellence - for scoring the top grade in the Faculty of Medicine's pediatric exam at the Universit  de Montr al



Dr Philip Awadalla



M. Jean-Fran ois Bussi res



Dre Maryse Bouchard



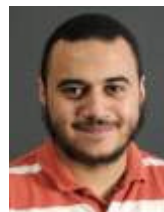
Cynthia Carbonneau



Dr Sylvain Chemtob



Dr Edgar E. Delvin



Dr Mohamed Elbakry



Dr William Fraser



Redouane Jamali

Dr. Maryse Lassonde – Appointed Officer of the Order of Canada

Dr. Sylvie Le May – Alumnus of Honour Award - on the 25th anniversary of her promotion to the Universit  de Montr al

Dr. Johanne Liu – 2013 Teasdale-Corti Humanitarian Award, Royal College of Physicians and Surgeons of Canada

Dr. Fran oise Maheu – 2013 Fonds Monique-Gaumond Award - for young investigators working on affective disorders

Dr. Alain Moreau – Awarded the first medal from the Fondation Cotrel - Institut de France

Dr. Anne-Monique Nuyt – 2012 Young Researcher Award, Foundation of Stars

Jean-Baptiste Pingault – February 2013  tudiants-chercheurs  toiles Award, Fonds de recherche du Qu bec-Sant 

Dr. Alexey Pshezhetsky – 2013 Canadian Champions of Genetics Award, Canadian Gene Cure Foundation

Dr. Guy A. Rouleau – 2012 Prix du Qu bec Wilder-Penfield and Margolese National Brain Disorders Prize

Dr. Claude C. Roy – Inducted in the Canadian Medical Hall of Fame



Dre Maryse Lassonde



Dre Sylvie Le May



Dre Johanne Liu



Dre Fran oise Maheu



Dr Alain Moreau



Dre Anne-Monique Nuyt



M. Jean-Baptiste Pingault



Dr Alexey Pshezhetsky



Dr Guy A. Rouleau



Dr Claude C. Roy