

Transforming Innovating Humanizing

2013-2014 Annual Report



CHU Sainte-Justine's Mission, Vision, Values



Our mission

Our mission is to improve health – the key to moral, social, psychological and physical balance – of children, adolescents and mothers in Quebec in collaboration with our partners in the health system and our academic and research community partners.

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, services as well as teaching and research for mothers and children of Quebec.

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;
- Develop 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 an environment that promotes healing and wellness.

Our values

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

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

• Commitment to mothers and children

Everyone at CHU Sainte-Justine plays an active role in carrying out 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 achievements of all individuals in their own realm of expertise.

• The pursuit of excellence

Our commitment to excellence is reflected in 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

CHU Sainte-Justine's respect for children, adolescents, mothers, families and overall individuals is reflected through the actions, attitudes, words and behaviours of its stakeholders, be they employees, physicians, administrators, suppliers, volunteers or partners and this respect is demonstrated not only to its clientele but to each other as well.

• Spirit of collaboration

Internal and external collaboration are paramount to fulfilling CHU Sainte-Justine's mission and must be carried out in a diligent and effective 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.

Rapport annuel 2013-2014

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2013-2014

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Ever committing ourselves to doing more for Sainte-Justine

Word

from the Executive Director and President of the Board of Directors

Transforming, Innovating, Humanizing

These three words sum up the outstanding efforts undertaken over the past year by our teams and the achievements made in improving our ability to better meet the needs of patients and their families.

First, we have changed the way we operate. Over the last year, health care teams at CHU Sainte-Justine were called upon to give serious thought to working together to overhaul our vision and our practices. We have charted a new major organizational course that focuses first and foremost on the improvement of health care quality, efficiency and appropriateness all the while promoting and integrating education and research. By refocusing our organizational model on the patient's journey and by reorganizing our resources, we are now in a position to undertake and manage the entire patient care process, within a truly responsive team.

Several other sectors also underwent major transformations, among them, the implementation of digitized files, the review of reception procedures and case management processes of the gynecology and obstetrics emergency departments, the strategic approach we are now engaged in at Marie Enfant Rehabilitation Centre, the transformation of nursing practice with the help of the Mélépi Program and the creation of the Assisted Reproduction Centre. These major changes will help us better adapt to the needs of the population and the evolution of medicine and will enhance the quality of life of our health care teams.

We have also pioneered. Throughout the year, CHU Sainte-Justine's innovation approach resulted in new partnerships being developed as well as new therapeutic, leadership, exchange and knowledge sharing options being created. The creation of the very first Integrated Clinical Genome Centre in Pediatrics, in partnership with Génome Québec, is an achievement clearly in the forefront of what is currently being done worldwide. We also broke new ground with the inauguration this year of the Assisted Reproduction Centre which now allows us to provide and manage a complete and integra-

ted continuum of care, from conception through pregnancy and childbirth. Moreover, the Centre was acknowledged by the Government of Quebec as the designated provincial centre for a personalized approach to pre-implementation diagnostics.

In the research area we have worked hard to accelerate the pace of discovery and to quickly transfer the results to the patient's bedside, particularly in areas of mental health, cancer and heart conditions but also in areas of acute and chronic diseases.

To best meet the needs of patients in a timely and fitting manner, we looked for new ideas on the ground as we held the first Hacking Health, an event that successfully brought together health care professionals, patients, families, programmers, designers and investors and made possible the implementation of several original technological applications intended to improve the health care and services provided to the population.

Another innovative event saw the first International Forum on Health being held, bringing together more than 700 stakeholders from various backgrounds including the health and education sectors as well as the industry and trade sectors; a true forum for exchange and knowledge sharing.

We have striven to improve the humanization of our environment, by way of the humanistic Planetree approach, through the efforts of our volunteers, new technological initiatives that allowed children to remain in their social environment, programs intended for the health and well-being of employees, our collaboration with the Grands Ballets Canadiens and a new partnership with the National Centre for Dance Therapy. Our university hospital centre continues its efforts to develop its humanist approach even further through interventions that focus on the needs of mothers, children, families as well as staff members. These achievements all contribute in various ways to a more friendly and hospitable environment.



We would like to express our gratitude to the entire staff at CHU Sainte-Justine for the outstanding work they have achieved over the course of the year. Their hard work made it possible for us to improve the quality, efficiency and relevance of health care provided to our clientele while achieving and maintaining a balanced budget.

Our appreciation also goes out to the teams and contributors of Fondation Méléio and Fondation CHU Sainte-Justine for their unconditional support of all our endeavours. We are also very grateful to the members of the Board of Directors for their valuable support while ensuring the good governance of our establishment.

The contribution made by each and every one of these stakeholders has allowed us to better meet the needs of mothers and children in Quebec.

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

Fabrice Brunet
Executive Director
CHU Sainte-Justine





Transforming

Transforming the way we do things

One of our major achievements this past year was the transformation of our practices which was implemented so that we could better meet the needs of patients and their families, continually improve health care and services provided to mothers and children in Quebec and be well prepared for the implementation of the Growing up Healthy project which is expected to be ready in 2016.

This new organizational model is now inclusive of functions, coordination and platforms, making it possible to better adapt to changes occurring in our environment and better meet the needs of our clientele, a model that is integrated within a continuum of care. This model was adopted by Direction exécutive des Soins Académiques and later applied to other sectors of CHU Sainte-Justine.

Several other organizational sectors on various levels also underwent major transformations as the following achievements demonstrate.



**Organizational
Transformation**



Transforming



The transformation of medical files

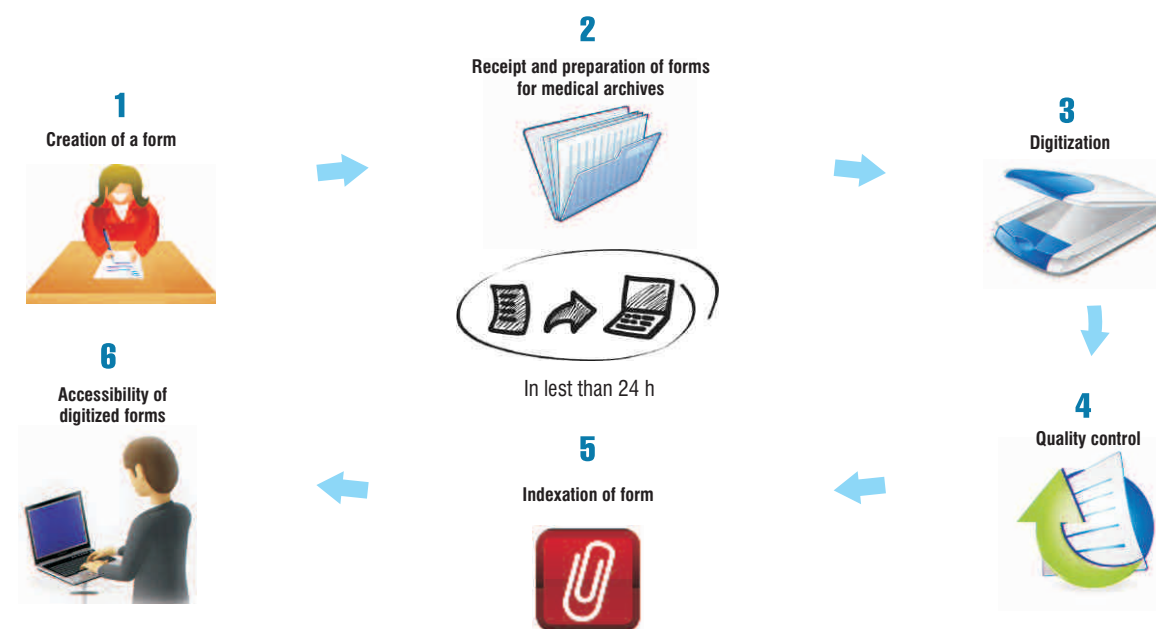
The Dossier of Clinical Information (DCI) reached an important milestone during the course of the year after the new digitized forms were introduced. This organizational effort supports CHUSJ's mission and falls within the scope of their strategic guidelines. The project primarily targets the implementation of a paperless clinical file by the time activities are transferred to the new Specialized Units Building in 2016. This undertaking is carried out in collaboration with the DCI, the Medical Records Department and the Directorate of Information Technology along with the involvement of partners in various clinical and administrative directorates in their supporting role throughout the process.

The computerization of medical records will promote better efficiency and a definite improvement of health care quality and security afforded to patients and their families. It will also provide for health care teaching, research, assessment and promotional activities. The primary benefits intended for clinicians and patients are:

- Immediate access to clinical information in a seamless manner throughout the entire establishment;
- Improvement of care;
- Security, confidentiality and traceability of actions taken with respect to patients;
- Provision of clean, detailed and legible information;
- The usability of data for education and research purposes.

A major milestone was reached in 2014 with the implementation of the digitized medical record at CHU Sainte-Justine. In the upcoming year, the work on developing the computerized system will begin so as to gradually phase out paper while using electronic data capture systems and thereby achieve our 2016 target.

DIGITIZATION PROCESS



The gynecological and obstetrical unit is changing

Growing up healthy requires rethinking and changing our practices and organizational models in order to reflect a new way of working with children, mothers and families. Thus, the gynecological and obstetrical team reviewed its reception procedures and case management processes in order to provide its customers with optimal service delivery.

This reorganization is intended to improve efficiency, reduce wait times and delays encountered for the clinical management of patients.

Therefore, the gynecological and obstetrical emergency unit is now divided into two different entities: triage in gynecology and obstetrics and a monitoring and follow-up clinic.

The monitoring and follow-up clinic now sees patients who need a follow-up after going through triage and those who need a post-surgery follow-up procedure.

At triage, services are directed toward pregnant women who are under the care of a CHUSJ gynecologist and whose gynecological and/or post-surgical condition requires an urgent assessment.

This approach reaffirms the shared commitment to excellence, innovation and dedication to the care of mothers and children.

Transforming the rehabilitation vision

To better meet the needs of children and families and to maintain Marie Enfant Rehabilitation Centre's leadership in terms of pediatric rehabilitation, the staff embarked on a strategic reflection effort. This action also allowed progress to be made on defining the conditions under which the Centre takes action and its inherent intervention limits.

Various stakeholders were part of the process including Marie Enfant personnel and CHUSJ stakeholders and external partners. The outcome of this comprehensive consultation process in the form of a survey and focus groups permitted an in-depth analysis of the clinical environment.

The operation led to the creation of a directorate of rehabilitation and the implementation of a major transformation process that included clinical practice, research and education in the rehabilitation sector. This is intended to transform the rehabilitation vision not only as a means of living better with a handicap and preventing and treating a handicap but of helping cure the handicap as well.

Profile of CHUSJ 2013-2014 clientele

Our specialized services

1,460 newborns admitted to the neonatal intensive care unit and the specialized units

880 children admitted to the hematology/oncology unit

464 children admitted to the pediatric intensive care unit

42 bone marrow transplants

11 organ transplants (heart, liver, kidney)



Inauguration of the Assisted Reproduction Centre

Personalized service maintained throughout the process

The Assisted Reproduction Centre (ARC) which opened in May 2013, provides Quebec couples who are experiencing fertility problems with comprehensive and personalized support from the time the diagnosis is confirmed to the birth of the child. Whether providing medical or psychological support or providing nursing or embryology advice, the ARC is based on a health care philosophy of excellence that is integrated into all of CHU Sainte-Justine services.

All professional team stakeholders, fertilologists, urologists, maternal-fetal medicine specialists, baccalaureate nurses, psychologists and nutritionists are found on site to provide fast and expert answers to any question.

A special Web site was designed to share information and has proven very helpful to couples. In addition, a survey is available at all times on the Internet site in order to track the overall level of satisfaction of the experience. Results are analysed and adjustments are made as comments are provided so as to ensure a continuous improvement of the health care and services offered, as recommended by Accreditation Canada.

A very active beginning

Preliminary results are very encouraging and are a testament to the expert team on site. For its first year of activity, more than 800 consultations, 176 in vitro fertilization cycles and 302 inseminations were performed. Given that there was only one physician on site during the first six months, this is indeed a stellar performance.



In compliance with ministry guidelines, the team obtained an average embryo transfer of 1.2 and a rate of 41% of positive pregnancy tests (all ages). As well, only one multiple pregnancy occurred even though only one embryo was transferred. Through efficient organization, there is no wait time for in vitro fertilization. The exceptional level of performance for the rate of survival of cryopreserved and thawed embryos (98%) and a transfer rate of thawed embryos (98%) should also be emphasized.

A proud moment for the team was the birth of the first baby in January 2014.

Agreements are underway with CSSS de Chicoutimi and CHU de Sherbrooke to better meet their clients' third-line care requirements.

Outreach

A book dedicated to health care professionals on the use of infertility medication was edited by Marie-Sophie Brochet, pharmacist and is entitled: *Petit guide en infertilité*.

Various scientific articles were published by Dr. Élias Dahdouh and Marie-Sophie Brochet, referring to research as an essential element in terms of the improvement and future outlook of health care services involving medically assisted human reproduction.

In October 2013, a first international symposium organized by Dr. Élias Dahdouh, Medical Director of the Assisted Reproduction Centre, was held under the honorary presidency of Dr. Juan Antonio Garcia Velasco, Director of the IVI Fertility Clinic in Madrid. More than 120 participants from all over the world attended the various presentations on the safe progress of assisted human reproduction. A huge success! A second edition is in the making and will focus on recurrent spontaneous abortions.



Recovery room



Ultrasound centre for obstetrics and gynecology



Clara, the first baby at the Assisted Reproduction Centre



MÉLÉPI : Transforming the nursing practice



Nursing practice is being remodelled at CHU Sainte-Justine through the implementation of the MÉLÉPI project (**M**odèle **É**ventail de l'**É**tendue de la **P**ratique **I**nfirmière). Every hospital unit and every ambulatory sector is undergoing a process of transformation.

MÉLÉPI is an organizational endeavour intended to promote the status of and standardize the practice of nursing through the implementation of a professional model that should constitute a benchmark for everyone to achieve. MÉLÉPI provides an opportunity to get a true picture of the current nursing practice in place for every team and to identify those elements or aspects that need to be adjusted in order to fall in line with the intended model. Thereafter, each team is responsible for implementing concrete actions to ensure compliance with the MÉLÉPI model. The year 2013-2014 marked the roll-out of this model in more than 15 hospital units and ambulatory sectors. To date, more than 70% of health care teams have already adopted this model.

MÉLÉPI endorses an open and multi-stakeholder participatory approach. In this regard, the implementation of the model entails the setting up of a nursing council within each health care sector, thereby enabling nursing professionals to have a say in decisions pertaining to the improvement and transformation of their practice.

MÉLÉPI also entails the establishment of a Central Council for nursing that integrates an appointed member from each of the nursing councils. Stimulating discussions directly involving the nursing practice were the starting point for this new endeavour at CHU Sainte-Justine.



First meeting of the Central Council for nursing which gave rise to useful exchanges that directly influenced the nursing practice.





Growing up Healthy

The most significant transformation at CHU Sainte-Justine relates to the expansion work started two years ago. The towers for the specialized unit buildings and Research Centre are quickly rising. Work is well underway and remains within the established timelines and budget, despite experiencing a two-week strike by construction workers in the summer of 2013.

The past year saw the implementation of the first milestone for the *Growing up Healthy* project, namely the opening of the tiered 1,200-space underground parking facility. Achievement of this stage will significantly improve access to CHU Sainte-Justine for both clients and staff members and provide a lasting solution to parking issues in the neighbourhood.

Due to the impact of construction work on the neighbouring community, meetings of the Good Neighbourhood Committee were held five times over the past year. Participants at those meetings requested information pertaining to the location of mechanical equipment for the specialized units and the Research Centre. During a special meeting, residents were assured that CHUSJ had used the best technology and approaches available and that specific attention was being given to minimize the noise level brought about by construction work. This issue was expertly handled through the application of guiding project principles on how the new buildings were designed. This represents a substantial improvement of our environment. CHU Sainte-Justine and CNC-Lavalin engineers work closely together to adhere to the performance requirements set out.

One component of the *Growing up Healthy* project relates to Transition Management pursuing their support of CHU Sainte-Justine health care teams' organizational transformation to lead to their integration into the new specialized units and Research Centre.

Hence, the 2013-2014 year was important for the eight health care units that had begun their changeover. Each day interdisciplinary teams live in the reality of this major transformation via their active implementation and integration of the various changes. Enactment of these recommendations by the teams is reflected through the implementation of those projects and actions within the various units as well as among themselves.

Moreover, a large-scale process of individual consultations was undertaken with researchers at the Research Centre with a view to preparing the transfer of activities to the new buildings and the planning and allocation of future spaces.

Health care teams also innovated in the transformation field in terms of work organization through the use of a technological solution enabling the modelling and consultation of health care processes and inherent interfaces with cross-cutting services such as hospital logistics, admission and the unit for reprocessing medical devices.

On a different level, the Agents of Change Network, with four years of experience, increasingly contributes to the development of a culture-of-change philosophy within the organization. Their growing involvement in projects now falls within the thinking process of managers and is a powerful lever in support of the various transformations undertaken at CHU Sainte-Justine.

Support provided by Transition Management ensures the consistency of solutions proposed by teams so that projects underway indeed contribute to the humanization of health care.



Wet laboratory



Rest area for employees



250 seat auditorium



Bringing health prevention and promotion to the heart of our health policies and practices

The **Health Promoting Hospital** (HPH) approach is an initiative launched by the World Health Organization which was adopted by CHU Sainte-Justine seven years ago. This approach brings health promotion to the heart of every health care and health service process to help improve health care quality and the level of satisfaction of parents, families and staff members.

The creation of the HPH approach seeks to integrate health promotion standards and concepts within the hospital culture so that all staff members at CHU Sainte-Justine in turn incorporate health prevention and promotion into their practice.

On a day-to-day basis this is reflected through:

- The dissemination of health prevention and promotion messages to parents throughout the continuum of care by all health professionals involved;
- The implementation of health promotion interventions that meet the needs of the patients;
- The collaboration between all health service stakeholders as well as management stakeholders working together to embed the principles of health prevention and promotion into the organizational structure of CHU Sainte-Justine;

By implementing the HPH approach, CHU Sainte-Justine ensures it goes beyond a diagnostic and a treatment to a wider health improvement and disease prevention perspective.



Francophonie Mother and Child Network

2013 was again an exceptional year for the **Francophonie Mother and Child Network**, an international network of partners that integrates 20 university hospital centres from 10 French-speaking countries. This rich school of thought and practice which promotes the emergence and exchange of knowledge in such areas as health care, research, education and management has grown substantially both in the course of exchanges at the annual seminar in Marseille and during the inter-institutional rotations as well as during club work, assessment committee meetings and multi-centred research projects.

As well, throughout the year, the scientific executive committee was involved in the consideration and formulation of the release of a collection intended to publicize the Francophonie Mother and Child Network activities. Thus, The Francophonie Mother and Child Network notebooks were designed in collaboration with Éditions Sainte-Justine and will become an important showcase for the Network. Titles of this collection will be available in hard copy format as well as posted on the Web site.



Réseau mère-enfant
de la Francophonie



For improving access to services and reinforce the network

Centre de coordination des activités réseau (CCAR) continued to develop services in order to improve accessibility while maintaining network line activities and those of Centre de coordination en périnatalité du Québec. Thus, patients requiring hospitalization following an emergency room assessment may be admitted directly to Hôpital Maisonneuve-Rosemont.

Implementing a hospital patient transfer coordination cell helps communications for referrals and allows the prioritization of transfers according to patients' individual needs.

CCAR is actively involved in the start up of pediatric access care mechanisms as part of the prioritized access network for specialized services provided by Agence de la santé et des services sociaux de Montréal. CCAR leads the hematology/oncology working group for the two pediatric centres that implement the transfer into the adult environment. Through their participation into the various files such as Centre intégré du réseau en neurodéveloppement de l'enfant (CIRENE) and the CHU Sainte-Justine know-how development project, CCAR is strengthening the links between the network and teams at CHU Sainte-Justine.



Recognition of our continuous improvement expertise and proficiency at project and change management!

Rather than depending on outside consultants to support them in the development of their project and change management skills and while striving to further their continuous improvement expertise, Centre de réadaptation en dépendance de Montréal – Institut universitaire (CRDM-IU) together with Institut Raymond-Dewar (IRD) called on CHUSJ competencies and experience.

Training activities intended for senior and middle-level executives as well as monthly support meetings that are individualized to projects under way within each organization are available by three of our experts and will continue until June 2015. The goal of this initiative is to foster the appropriation of adapted methodologies and tools as well as promote the self-determination and autonomy of health care teams within those two organizations. The project sparked a great deal of interest, so much so that it is now being financed and monitored by Agence de Santé et des Services Sociaux de Montréal.

Once again, our teams' know-how and skills are being recognized within the network!





Innovating

Innovating

CHU Sainte-Justine's innovative view was brought into realization over the past year through achievements that are further defined in terms of partnerships, development of new therapeutic solutions, leadership, exchanges and knowledge sharing and new scientific, technological and learning solutions.

These innovative advancements reflect the hard work and commitment of our teams, the primary aim of which is to continuously improve the health of mothers and children in Québec.

In research

INNOVATING THROUGH PARTNERSHIP

An innovative partnership with Génome Québec

This partnership made possible the creation of the very first integrated genome centre in pediatrics, an initiative currently at the forefront of global efforts made in this area.

This highly innovative genome centre will contribute to the development of new solutions to diagnostic challenges in children with genetic diseases. The initiative will transform the quality of care made available to young patients and improve prevention efforts from early childhood.

Since over 80 percent of genetic diseases are diagnosed in childhood or adolescence, a larger number of patients will be able to benefit from better diagnostic methods and therapeutic follow-up both for acute diseases such as cancer and chronic illnesses such as diabetes or neurodevelopmental disorders.

Within the framework of this collaborative effort, the team at CHU Sainte-Justine is working toward the development of a strategy based on the interpretation of results, the production of reports and clinical validation. For its part Génome Québec is overseeing the platform's operations, the production of sequences and bioinformatic analyses.

The creation of this first integrated genome centre in pediatrics is viewed as a new personalized health care portal that is sure to generate future initiatives in such areas as complex diseases.

In addition to serving Quebec as a whole, this partnership is also targeting Canadian and international markets. This positioning is essential for establishing Quebec's leadership in pediatric clinical genomics and personalized health care.



Quebec Premier, Pauline Marois meets Nicolas, one of Dr. Jacques L. Michaud's patients



Quebec Premier Pauline Marois, Minister Réjean Hébert, Dr. Guy Breton and Dr. Fabrice Brunet meet the staff at Dr. Jacques L. Michaud's genetics laboratory.

Innovating



INNOVATING THROUGH RESEARCH

Innovation is the very engine that drives and motivates our researchers in their quest for more efficient prevention, treatment and healing methods for sick mothers and children, from pregnancy to adulthood. Over the last year, teams from the various areas of research have made discoveries that have a real impact on health care.

Metabolic health

- Dr. **Alexey Pshezhetsky** discovered a gene that plays a role in Type-2 diabetes, a discovery which could pave the way to the prevention of the disease.
- Dr. **Mark Samuels** discovered a gene that is responsible for multiple intestinal atresia, a rare and life-threatening disorder that affects newborns. This discovery will help explore novel therapeutic treatments for children with the disease.
- Dr. **Johnny Deladoëy** discovered that blood glucose concentrations in children suffering from Type-1 diabetes was directly and negatively correlated to household incomes.

Brain diseases

- Dr. **Jacques L. Michaud** identified a rare genetic disease which causes congenital microcephalia, intellectual disability, cerebral atrophy and refractory seizures and generates a certain amino-acid deficit, asparagine synthetase, which affects the development of the brain. He discovered that this acid is essential to the development of the brain which leads us to believe that supplementing this acid in newborns could ensure the normal development of their brain.
- Dr. **Patricia Conrod** showed that two 90-minute group sessions were sufficient to prevent mental health problems related to anxiety, depression and behaviour problems in adolescents.
- Dr. **Natalie Castellanos Ryan** and Dr. **Jean Séguin** demonstrated that the introduction of a two-year intervention program with children displaying disruptive behaviour problems from the kindergarten stage could help prevent the consumption of alcohol and the use of drugs during adolescence.

- Dr. **Dave Ellemberg** demonstrated that a 20-minute exercise regimen, three times a week during pregnancy improves the development of a baby's brain.
- Dr. **Sylvana Côté** observed that childcare services are linked to a decrease of emotional problems in preschool age children with a depressive mother.
- Dr. **Éric Lacourse** discovered that the emergence of physical aggressiveness among toddlers is closely linked to genetic factors and to a lesser degree to environmental factors.
- Dr. **Linda Pagani** demonstrated that listening to television beyond the recommended limits may undermine a child's chances at the preschool level. She also demonstrated that aggressive behaviour may be linked to exposing young children to second-hand smoke.
- Dr. **Richard E. Tremblay** demonstrated that chronic aggressive behaviour in boys from underprivileged families might be the result of epigenetic modifications that occurred during pregnancy, while genetics plays a major role in anxious behaviour associated with the return to school in some children.

Viral diseases, immune diseases and cancers

- Dr. **Elie Haddad** demonstrated that the administration of a lower dosage in chemotherapy treatment, tailored to the patient prior to the transplant procedure in patients suffering from chronic granulomatous disease, raised their survival rate to more than 90%.
- A clinical trial designed in part by Dr. **Serge Sultan**, concluded that mindfulness meditation could alleviate some cancer symptoms in adolescents.
- According to Dr. **Philip Awadalla**, the unique genetic signature of French Canadians could serve as a model to identify potentially harmful mutations associated with diseases in given human populations.



INNOVATING THROUGH SYNERGY BETWEEN NETWORKS

Innovation in research is achieved through the different subjects explored and the various means undertaken by researchers to extend the boundaries of knowledge, as well as through their leadership within the network to secure financial support related to discoveries, establish new synergies with reputable institutions and extend the scope of their work throughout Canada and elsewhere in the world.

Mother-to-child transmission of HIV

Dr. **Hugo Soudeyns** who is the main researcher for Canadian HIV Cure Enterprise (CanCURE) received \$2 M from the Canadian Institutes of Health Research to study the mother-to-child transmission of HIV within the framework of the Canadian HIV Cure Enterprise (CanCURE). Pursuing his research within the framework of this consortium whose mission is to contribute to the global effort of developing an HIV healing strategy or to create a permanent remission of the infection, Dr. Soudeyns will attempt to establish the capacity of an early intensive treatment to completely eliminate the virus or at least reduce the amount of latency in a child infected by the mother.

Pediatric asthma and later repercussions in adulthood

Dr. **Francine Ducharme** received funding in the amount \$400,000 from the new Canadian Respiratory Research Network to focus on chronic lung diseases such as asthma. She will be overseeing the pharmacoepidemiology sector and will study the modifiable risk factors during pregnancy and the first six years of life of asthmatic children whose modification could foster the remission of asthma in school-age children or in adolescents, or prevent the recurrence of asthma or a more serious condition in adult life.

Pediatric oncology

Dr. **Daniel Sinnett** has been appointed as a member of the Research Advisory Group for the Canadian Partnership Against Cancer. In that capacity, he will contribute to tackling new issues and possibilities of battling cancer. He will also endeavour to make pediatric oncology one of the most important Canadian oncology issues as well as position CHU Sainte-Justine on the Canadian cancer research stage.

Our health care and services offer... in a few figures

Including pediatrics, surgery, mental health, obstetrics and newborns

18,299 admissions

11,256 patients operated on

3,381 births

70,630 visits to emergency

32,945 days of day care treatment

206,618 visits in outpatient clinics

24,204 specialized imaging tests
(computerized tomography, magnetic resonance,
angiographies, PET-CT, nuclear medicine).

42,013 patients admitted at the test centre

74,850 radiodiagnostic examinations

Rehabilitation

270 admissions

2,833 children monitored for physical disabilities

952 children monitored for language impairment



INNOVATING THROUGH EXCHANGES AND KNOWLEDGE

International Forum on Health

The first International Forum on Health held in the fall of 2013 proved to be a true forum for exchange and knowledge sharing, bringing together more than 700 stakeholders from various backgrounds including the health and education sectors as well as the industry and trade sectors. The forum made possible the discussion of concepts, methods and professions required for the transformation of health care establishments all the while targeting the various related challenges.

This unique exchange platform enabled participants from the various countries to meet future partners, enter into agreements, share knowledge and create new opportunities.

The development of coordinated health care networks, research and innovation as agents of health care transformation factors, personalized health and the role of the patient partners, essential partnerships, performance factors and how best to use the health care systems' resources were among the various topics addressed during the three days of meetings.

Several innovative ideas emerged from the forum including the importance of innovation and humanity at the heart of health care actions. The specific importance of listening to patients and on-site health care teams and the will to respond to staff questions in order to legitimate the changes and foster innovations were also promoted.

The main goals of this International Forum on Health (the second edition is slated for the fall of 2014) include the promotion of health sectors, the identification of new areas of improvement in the health care sector and services offered to the population.

Health care innovations and technologies

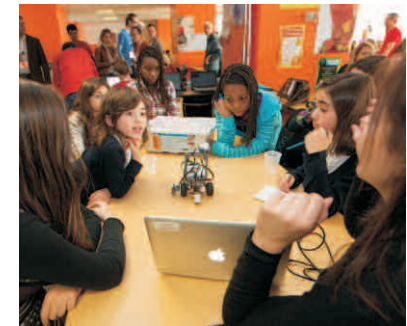
Hacking Health is a movement that aims to promote health care innovations through the cooperation between health care professionals and technological experts, as a means of addressing real issues and developing leading edge concrete solutions.

CHU Sainte-Justine hosted this event which brought together more than 100 health professionals, 120 programmers, 60 designers and 60 investors. These individuals came together to pool their expertise with a view to identifying and bringing to fruition ideas from the health care field that target the improvement of health care procedures and services offered to the population.

The event took place over one week-end and provided for the development of field opportunities and ideas, namely a total of 34 projects that were introduced to jury members. Because of their great interest to patients, families and health care professionals, some of the preferred solutions will ultimately be implemented.

Hacking Health served as a bridge between health care professionals who work in the field and understand the particular health-related need in terms of technology and experts who have the knowledge and know-how to develop these technological solutions.

More than 200 observers were also on site as well as several volunteer workers and mentors who made this large-scale project possible.



Young hackers in training



Le Centre de simulation mère-enfant (CSME)

Formerly known as Centre d'apprentissage des aptitudes et habiletés cliniques (CAAHC), Centre de simulation mère-enfant (CSME) continues its mission of providing a learning structure through simulation as well as pedagogical evaluation, thereby stimulating the integration of research and the assessment of impacts on health.

The last year was rich in developments, acquisition of equipment, programming of scenarios and visits all of which contributed to the outreach and influence of CHU Sainte-Justine.

It is also important to note the welcoming of new specialties that fit within the framework of services intended for the nursing staff and other health professionals, as well as employees and external partners throughout the network, including patients and their families. An analysis of these clients' requirements was made and will soon be finalized with patients and families. The development of the simulation service is presently being mapped out. With regard to the *Growing up Healthy* construction and modernization work, the project will ultimately lead to a relocation and expansion of spaces and the creation of training and intervention centres for children and parents to allow for more centralized, in-situ simulation activities.

The year 2013 also saw the first interdisciplinary simulation learning day take place, the initiation of the migration of the new *Learning space* system, the sharing of knowledge through simulation with CAE Healthcare and the first steps taken to receive accreditation. The latter process will make it possible to grant credits for all training activities provided at CSME as well as credits from the Royal College and credits granted by other health professionals.

A broader multimedia service range

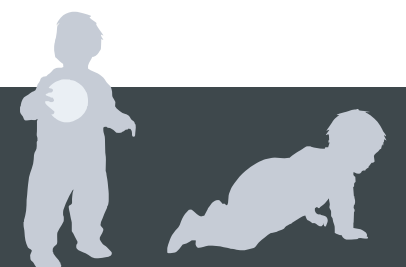
The advent of the Knowledge Centre combined with the technological shift initiated by CHU Sainte-Justine provides the perfect setting for the Educational Directorate to broaden their multimedia service range and better meet the needs of their clients, physicians and health professionals as well as those of patients and their families.

In addition to the support provided in conference and meeting rooms, technical support for the creation of e-learning cells was launched. Soon, this technical assistance will be accompanied with extra support for the creation of content and the addition of a multimedia integrator and e-pedagogue.

Hereafter, all clients from the Knowledge Centre will be able to rely on the online training centre (e-learning platform) at CHU Sainte-Justine which fits perfectly within the CHU's virtual world. The launch was emphasized by putting the first training cell project on line: Chartmaxx learning modules! In the short term, nearly 5,000 users of the Dossier of Clinical Information (DCI) will have undertaken their training online.

While awaiting the completion of two new amphitheatres (125 and 250 seats respectively) in the new *Growing up Healthy* facilities, the modernization and enhancement of amphitheatres and learning halls also continued. Following the renovation of the Albert-Royer amphitheatre in 2012, we are now looking at the completion of the renovation work on the Justine-Lacoste-Beaubien amphitheatre and in turn the completion of the work started within the framework of the *Céline Dion Cinema* project.

The screenshot shows the 'CENTRE DE FORMATION EN LIGNE' interface for CHU Sainte-Justine. The top navigation bar includes 'Accueil', 'Mes formations', 'Mon profil', 'Gestion', 'À propos', and 'Aide'. The 'Mon profil' section displays user information for 'Ralph Spandl (Learner)'. On the left, a box shows 'Mes responsabilités' with 'Début de la formation' on 15 mars 2014 and 'Prochaine échéance' on 6 mai 2014. The main profile area lists details such as 'Titre: M.', 'Nom d'utilisateur: O_Ralph_learner', 'Prénom: Ralph', 'Nom: Spandl (Learner)', 'Courriel: Info@r42.ca', 'Dernière connexion: 2014-05-06 09:13:56', 'Secteur de Service: CR - FRSQ BOURSES', 'Direction: DIR PROMOTION SANTÉ', 'Titre Employée: A.T.SEN.PHARM', 'numéro de permis (RES.): 8787878', and 'Code Permanent: 77877887'. A 'Modifier »' button is at the bottom. Below this, the 'FORMATION : CHARTMAXX' section shows progress for 'ChartMaxx- Module 4' (marked 'COMPLÉTÉ - 14 mai 2014') and 'ChartMaxx' (60% complete).



Innovating through professional development tools

The Nursing Directorate continued to show innovation with the creation of competency frameworks. This achievement is the result of two years of collaborative work with the Faculty of Nursing at Université de Montréal which led to a consensus with respect to competencies required to practice nursing and auxiliary nursing at CHU Sainte-Justine. The development of this competency framework is part of the MÊLÉPI project (**M**odèle **É**ventail de **l'**Étendue de la **P**ratique **I**nfirmière) which is intended to benefit and standardize the nursing practice at CHU Sainte-Justine.

The competency frameworks were first deployed in January 2014. They provided nurses and auxiliary nurses with an accurate picture of their competencies. This innovative approach brought about an opportunity for broader reflection on the career paths of nurses. They also identified the knowledge necessary to pursuing their professional development. To date, 403 assessments completed by nurses and auxiliary nurses have made it possible for the organization to offer vocational training that is adapted to their specific needs and to mobilize team talent according to interests and requirements expressed.



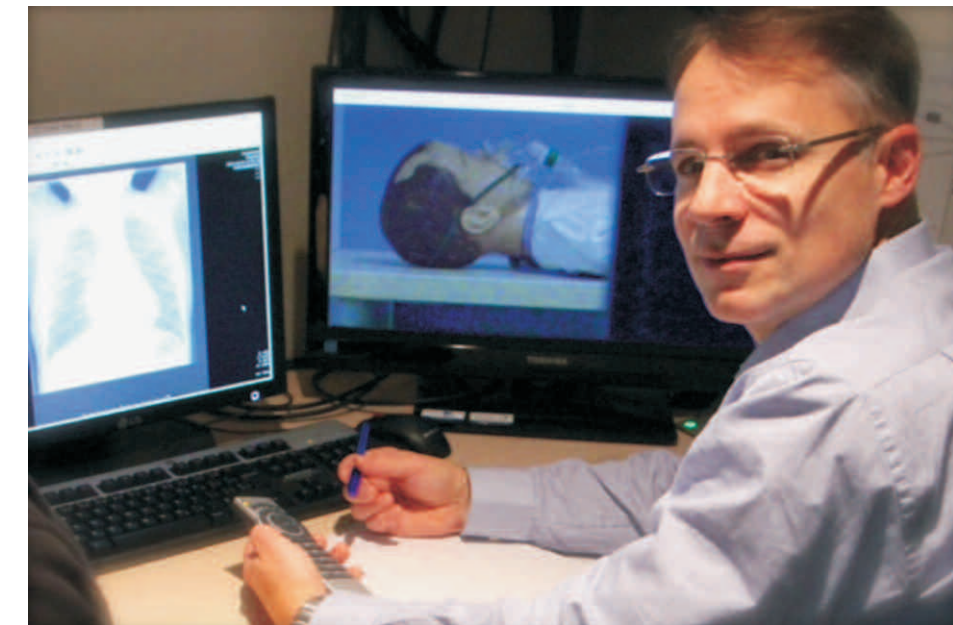
A first in Québec for pediatric tele-emergency

This year, CHU Sainte-Justine initiated an innovating pilot project by offering an integrated telehealth service dedicated to the CSSS Richelieu-Yamaska pediatric clientele. Hôpital Honoré-Mercier in Saint-Hyacinthe was the first hospital centre in Quebec to have completed all the preparatory steps required for the implementation of this emergency room teleconsultation service for children 0 to 16 years of age.

Tele-emergency provides emergency room physicians with a virtual presence aimed at supporting remote health teams in managing their emergency pediatric patients. The addition of this consultation service allows for the visualization of patients and provides a better remote situation assessment. Hence, emergency room physicians and pediatricians at Hôpital Honoré-Mercier can now benefit, in real time, from the expertise of Sainte-Justine specialists and take action on critical cases as well as facilitate inter-establishment transfers when required.

This videoconference facility along with the visualization of X-ray images fosters a better management of patients admitted to the emergency department either because of acute respiratory distress or a major trauma that requires specialized or highly-specialized services. Interventions can now be provided quickly and efficiently between the two hospital centres along with continuous, direct clinical communications concerning the patient's condition.

This collaboration was born out of the joint efforts between medical and administrative teams of both hospital centres: Centre de coordination de la télésanté du Réseau Universitaire Intégré de Santé (RUIS) de l'Université de Sherbrooke and Centre de coordination et de référence du RUIS de l'Université de Montréal.



"Our emergency team has been working hard for a year to integrate this new service intended to better serve pediatric patients. Having access to CHU Sainte-Justine through telehealth allows health care teams to be supported by a third-line medical team in critical or acute situations that require high-performance care especially when the clock is ticking. It is indeed a major addition to the services offered to our young patients."

Lise Pouliot, CEO, CSSS Richelieu-Yamaska.



Innovating through CHU Sainte-Justine's libraries

Professional clients at CHU Sainte-Justine libraries must continually update their practice as well as publish and introduce papers at national and international scientific conventions. Given the abundance of publications and the multiplication of research sources, users are now turning to the library's qualified personnel to rapidly find quality, detailed and reliable information. This requires innovation amidst the services offered.

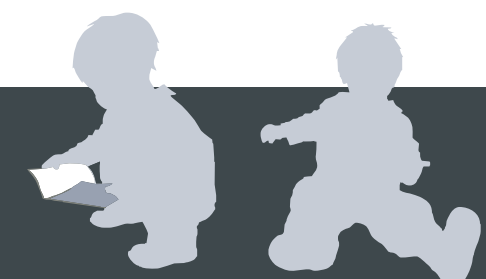
Hence, libraries aim to contribute to the transfer of knowledge by maximizing access to electronic resources and by diversifying their services. They are therefore relying on value-added services such as monitoring services and expertise in the field of researching evidentiary records.

The establishment of a data base of services that computes all the requests from users allows for a better understanding of the clients and of the services that are currently favoured. The monitoring service, namely more than 80 information-monitoring units provides services to nearly 4,000 individuals internally and to the various partners. This service is also intended to support the organization and its partners in clinical and administrative decision-making processes.

In the short term, this tool will help carry forward a cost analysis of services offered by library personnel at CHU Sainte-Justine and make an accurate assessment of the quality of services offered and of the return on investments. This process is a key innovation in the realm of health libraries in Quebec.



Among the library users, hospitalized women and children are also important. The library in the Côte-des-Neiges borough, in partnership with CHU Sainte-Justine library, offers a large selection of books which are updated every three months and which are intended for the hospitalized clients. Known as *Bibliothèque Troubadour*, this project was noticed by the City of Montreal and received a prize in winter 2014. This is an approach that fits perfectly with the promotion of reading, an activity whose importance is hailed by the Canadian Pediatric Society.





Humanizing

Humanizing

Pursuing the development of a culture of quality and security

Within the framework of implementing a quality and security culture at CHU Sainte-Justine, several actions were undertaken over the past year including the implementation of Programme d'amélioration continue et intégratif de la qualité (PACIQ), the implementation of a standardization policy for the provision of medical and surgical care and CHU Sainte-Justine's contribution to the organization of the international Planetree colloquium held in Montreal in October 2013.

The objective of the program was twofold:

- A concern by teams to personalize the assessment of client satisfaction, the level of quality of health care and services and the quality of life at work;
- Adapting the quality program to the reality of organizational transformation according to a patient/family centred approach.

PACIQ integrates into a single model those action priorities derived from Accreditation Canada programs, the Planetree approach and from Health Promoting Hospitals.

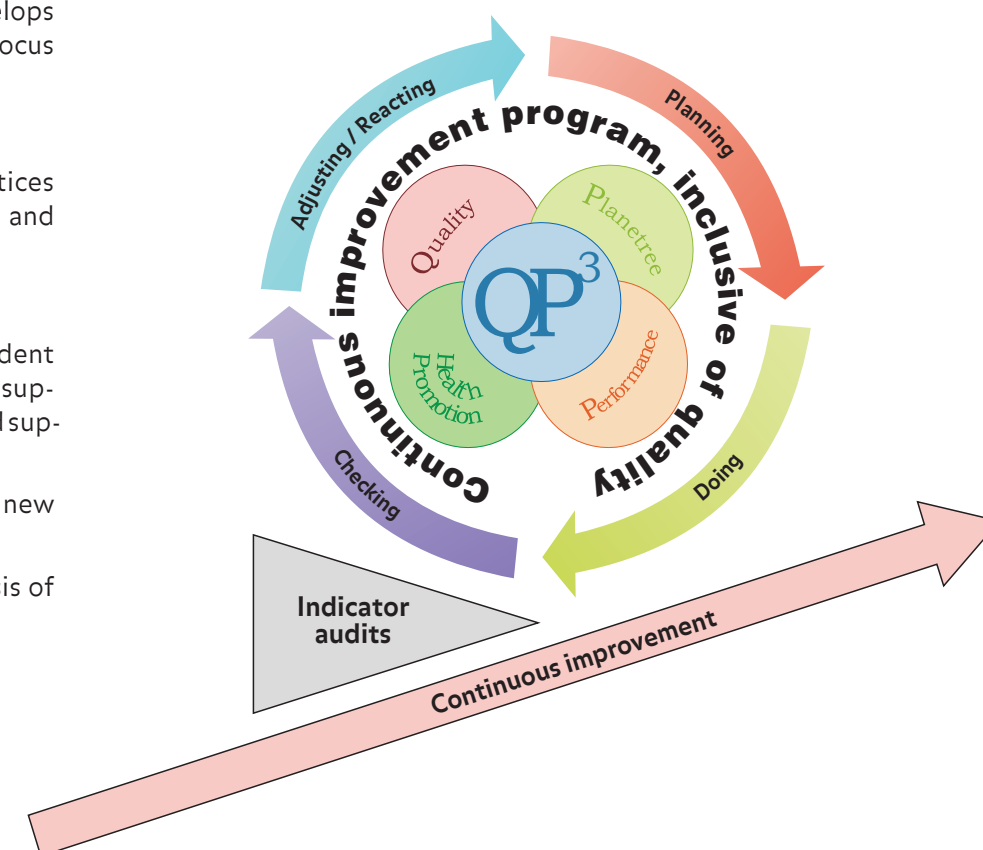
PACIQ helps teams by providing tools to analyse, measure and improve quality. It also aims to help acquire knowledge in order to make every individual accountable, to understand what patients experience, assess the culture of safety and stimulate innovation in clinical practices by comparing ourselves to other Canadian hospitals.

Whether it be through the humanistic Planetree approach, the actions of our volunteer workers, technological initiatives that help keep children within their own environment or through health and well-being-oriented programs for employees, CHU Sainte-Justine develops and pursues its humanizing actions through interventions that focus on the needs of mothers and children, families as well as staff. The following achievements all contribute in various ways to a more friendly and welcoming environment.



The program, which falls under the responsibility of the Quality, Security and Risk Directorate, offers services and advice to CHU teams regarding the following components:

- The office of patient-family experience in collaboration with the Users' Committee:
 - Modelled on the Planetree approach, the team develops and contributes to the analysis of surveys and focus groups relating to the patient experience.
- The quality audit coordination office:
 - Several quality audits based on organizational practices required by Accreditation Canada were performed and action plans are being developed.
- The security of practice office:
 - Based on analyses and recommendations from accident and incident reports, the office of risk management supports teams in the improvement of their practices and supports families.
 - The team also offered a series of presentations to new employees and physicians.
 - A new guide was developed which targets an analysis of the security risks related to information assets.



Humanizing



Interpreter services: a very active sector in 2013-2014

CHU Sainte-Justine in collaboration with Agence de la santé et des services sociaux de Montréal is in a position to serve their clients in **67 different languages**. The service is offered for the first visit in cases where there are no family members present to contribute to the patient/team communication.

Interpreter services

1,065 requests for interpreter services were processed last year.

The five most requested languages were:

Mandarin

Spanish

Arabic

Vietnamese

Turkish

Implementation of a standardization policy for the provision of medical and surgical care

This policy is intended to ensure the implementation of safe practices by standardizing the provision of care in the establishment, offering advisory services to clinical teams, ensuring the monitoring of medical alerts, contributing to the analysis of health care supply and by meeting our clients' requirements at the regional level. (SIGMA Santé).

CHU Sainte-Justine's contribution to the Planetree International Colloquium

In October 2013, a team from CHU Sainte-Justine contributed to the organization of the colloquium and were asked to give 6 workshops broaching the following subjects:

- Therapeutic environment, a meaningful factor in healing;
- Daily diet, a human component;
- Patient experience: an integrated Planetree, Accreditation Canada, and Hospital Consumer Assessment of Health Care Providers and Systems model, in collaboration with the Users Committee;
- The work-life balance component... a concern of the Human Resources Directorate;
- Updating the partnership between families and stakeholders within a transforming organizational context through the implementation of clinical practices that favour the empowerment and involvement of families within the services offered to children (CRME);
- *The family Is Growing*, an exclusive workshop-conference program intended for CHU Sainte-Justine personnel.

As well, 75 international participants who were part of the colloquium were welcomed for a visit to CHU Sainte-Justine which included exchanges with our teams and references from the participants' experience in implementing the Planetree approach.



AFFILIATED MEMBER
of Québec
PLANETREE
Network



Imbuing our actions with a spirit of warmth

Contributions made by volunteers at CHU Sainte-Justine are apparent in various areas and in many different ways. Whether it be through recreational and emotional support, during moments of respite for the family, through the management of the toy-lending library or the child care centre, our volunteer workers bring a presence, an attentive ear and comfort to young and old alike. The staff also benefits from their commitment, for instance, during flu vaccination days or during Héma-Québec blood-donor clinics. Here are some of the highlights of the past year:

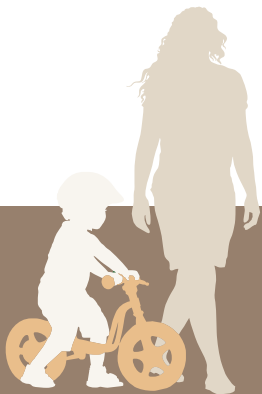
- The integration of 54 medical student volunteers from Université de Montréal including 14 at CRME as part of an immersion clinic, from September 2013 to May 2014;
- The integration of 150 new volunteers;
- The organization of Santa's visit for Christmas on December 25, 2013 and the distribution of presents at the care facility and Ronald MacDonald House;
- A snack and gift presented to employees who worked on December 25, 2013;
- The organization of the Child and Hospital Week on the theme of "A Star for You" (March 2014) which was a huge success;
- Close collaboration in organizing remembrance gatherings;
- Reception in neonatology by volunteers and the integration of volunteers within several other services;
- The organization of several patient outings in collaboration with various partners: Disney On Ice, Montreal Canadiens hockey game, Marie Mai show, Santa Claus parade, Granby Zoo, La Ronde...
- The distribution of 6,000 Cachou stuffed toys to hospitalized children;
- Close collaboration for the annual Planetree convention (October 2013);
- Implementation of the Upopolis social network and the 2.0 version;
- Involvement in the Life Environment Committee.

With more than 65,000 hours of volunteer work provided over the course of the last year, CHU Sainte-Justine's volunteering service proved yet again to be a major player in our humanizing approach and practice.



Distribution of active volunteers according to age groups (2013-2014):

Age groups	Number of volunteers	Percentage
16 to 20 years old	102	28.98 %
21 to 30 years old	99	28.13 %
31 to 50 years old	40	11.36 %
51 to 64 years old	58	16.48 %
65 years old and over	53	15.06 %



Optimizing the health and well-being of CHU Sainte-Justine employees

The Health Promotion Directorate in collaboration with the Human Resources Directorate launched a Health and Wellness of Employees Program three years ago.

The program encompasses activities that are intended to create a work environment that supports health and well-being and allows for the development of healthy life attitudes to foster the health and well-being of CHU Sainte-Justine employees as a whole.

Striving to make participants the centre of their concern, the Health Promotion Directorate implemented a pilot project whose aim was to involve employees throughout the elaboration stages of the health-promoting activities and to ensure that the activities best reflected their needs.



Focus group session to be held at the Health Promotion Centre regarding activities to be implemented as part of the Employee Wellness Program.

Several stages were conducted:

- An analysis of requirements was conducted with approximately 300 employees from three pilot services through a summary assessment of their physical condition, a survey of healthy lifestyle habits and a survey of their preferences regarding health promoting activities.
- A meeting with managers of these pilot services so as to validate those interventions that will be deployed within their sector of activity to ensure support and employee participation.
- Several focus group meetings were held bringing together employees of these services to validate interventions proposed, establish some prioritization for implementing the various activities and collect any additional suggestions related to the promotion of health.

We are confident that the proposed activities will suit program participants, will be progressively implemented and will then be evaluated and offered thereafter to all the staff at CHU Sainte-Justine.

Our larger hospital family

5,664 employees including 1,578 nurses and auxiliary nurses

502 physicians, dentists and pharmacists

213 researchers

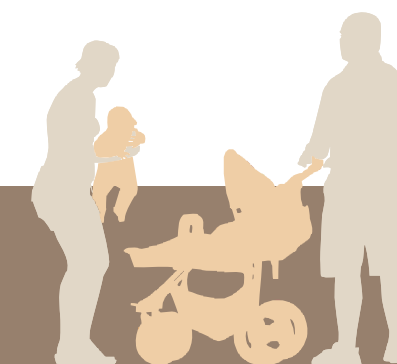
3,444 interns and students

308 volunteer workers

Sainte-Justine's partnership with the National Centre for Dance Therapy

CHU Sainte-Justine is among the four large university centres who partnered with the National Centre for Dance Therapy created by Les Grands Ballets Canadiens. The tentative agreement signed in April 2013, aims at developing a pilot project that would see the integration of therapies through dance and movement within the multidisciplinary medical teams. Hence a protocol of care is being prepared with the adolescent medicine ambulatory clinic to help treat patients who suffer from eating disorders.

This partnership reflects our humanization of care values as well as innovation and quality care philosophies within our environment. The promotion of dance as a tool that contributes to the well-being of a person is one of the key objectives of this partnership.





Parents Nights on Tour in 2013

Parents Nights on Tour continued in 2013 with some thirty conferences for parents and families. This year, almost all the conferences took place in the greater Montreal area: Lasalle, Boucherville, Pointe-Claire, Terrebonne, Châteauguay and Sainte-Julie. Others took place in the Laurentians: Saint-Jérôme, Sainte-Adèle, Sainte-Agathe-des-Monts and Saint-Faustin-Lac-Carré. A tour of Abitibi was organized and showcased the theme “Overwhelmed parents, short on energy” by Francine Ferland in Val d’Or, Rouyn-Noranda and Amos and Michèle Babin’s conference about “Life as an adolescent and mental health” was presented in Lac-Mégantic, following the July 2013 tragedy.

Among this year’s keynote speakers were Germain Duclos, Francine Ferland, Brigitte Racine, Michèle Lambin and Renée Cyr. Speaking requests were varied: *Brothers and sisters: complicity and rivalry*; *Preventing child obesity*; *Children’s sense of self-worth*; *Discipline, child’s play*; *Life as an adolescent and mental health*; *Overwhelmed parents, short on energy*; *I finally get to sleep and so do my parents*; *I help my mom do my homework*; *Child development*; *Careful, Child Under Voltage*, etc. As well, a new conference on bullying was presented by Frédérique Saint-Pierre.

While visiting these various locations, *Parents Nights on Tour* were able to reach nearly 1,200 parents and answer their questions. They were ever so grateful as evidenced by their comments after the conferences. Among the most popular conferences were the ones held in the Abitibi area with an average of 100 participants per conference.

The 2014-2015 programming period already includes 37 conferences. Among the subjects to be discussed will be one on cardiology presented by CHU Sainte-Justine CIRCUIT team.

Announcement of the creation of the new ambulatory care centre

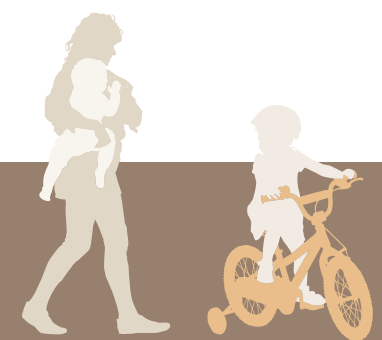
In the fall of 2013, CHU Sainte-Justine and Opération Enfant Soleil jointly announced the creation of a new ambulatory care centre. The consolidation of all of CHU outpatient and day care centres, offering specialized and highly-specialized care on site and remotely through telemedicine are all part of the services to be offered at this major centre.

The role of the centre will be to support families, make resources available, manage the flow of patients to reduce wait times and provide rapid access to the best health care and diagnostics. Moreover, the coordination of telehealth and telemedicine activities will be provided at the centre as well as their integration into education and research.

This project will also play a role in improving health care quality and providing easier access to the best available knowledge and expertise for mothers and children of Québec.

Among measurable impacts are the following:

- A reduction of the hospital length of stay and of the number of hospitalizations;
- An increase in the number of interventions per patient visits;
- Increased family participation in defining a care plan;
- Better support and an increase in client satisfaction.



To improve the quality of patients' stay and that of their family: technology at the disposal of young and old alike

Vidéotron has lent its technological expertise to patients, their families, visitors and the medical personnel by deploying fibre optics within our walls, connecting our 1,200 Wi-Fi hotspots to the Internet.

Intended for young and old alike, this initiative contributes to the humanization of care by making communications more accessible for loved ones, the possibility of working from afar, whether it be for school homework or parents' work, or for entertainment. This initiative also contributes to a more enjoyable hospital environment.

This innovative partnership allowed CHU Sainte-Justine to carry out its mission of humanization of care by improving the quality of hospital stays for patients and their families.



Being active promotes health

The Walking Club, the Stair Climbing Club and the Pedometer Club are all sources of inspiration that Sainte-Justine employees can draw upon to maintain or improve their physical condition. With rates of 96% and 97% respectively, participants of the Walking Club and the Stair Climbing Club once again expressed their great satisfaction of walking, running and climbing stairs. It is worthy of note to mention that together, participants of the Stair Climbing Club climbed 45,944 floors, namely the equivalent of 14 Mount Everest climbs plus one Mont Blanc climb.

At the conclusion of the first year of activity of the Pedometer Club and by combining participants' results, it is estimated that CHU Sainte-Justine's team walked a total number of 3,255,428 steps, the equivalent of 2,311 km or a little more than the distance between Matane and Winnipeg. It goes without saying that the first edition of the Pedometer Club was highly successful with a level of satisfaction of 86%.

The above activities are all part of the Employee Wellness Program meant to promote a healthy work environment and improve employee life habits.

An increase in the level of physical activity, a healthier diet and weight loss were among the resolutions expressed by respondents to a survey of employees' aspirations regarding their life habits and health condition.





Our teams stand out



Awards and distinctions

Dr Jean-Sébastien Joyal – Lauréat du prestigieux Prix de carrière – Scientifique médical du *Burroughs Wellcome Fund*

Dr. Luis Barreiro – was awarded a Tier 2 Chair in functional and evolutionary genomics of the immune system by the Canada Research Chairs Program

Dr .Sylvain Chemtob – is awarded the Pediatric Chairs of Canada's 2013 Pediatric Academic Leadership – Clinician Investigator Award

Mr. Jean-François Bussières – 2013 Innovation Award from the Quebec Order of Pharmacists

Dr. Alain Moreau – received the Ernest-Charron Award from the Faculty of Dentistry of Université de Montréal

Dr. Linda Booij – received the Young Researcher Award 2013 from the Canadian College of Neuropsychopharmacology

Dr. Claude C. Roy – Officer of the National Order of Quebec

Dr. Sylvie Le May – 2013 Florence Award - Prix Florence 2013 – Nursing Research from Ordre des infirmiers et infirmières du Québec

Dr. Françoise Maheu – Award from the Monique Gaumont Fund

Denis Lebel – Roger-Leblanc Excellence Award from Association des pharmaciens d'établissement de santé du Québec

Dr. Maude Saint-Jean – was appointed Professor for the 2012-2013 academic year by fellows from the Medical Microbiology and Infectious Diseases program at Université de Montréal

Dr. Alexey Pshezhetsky – was named Canadian Champions of Genetics by the Canadian Gene Cure Fondation

Dr. Hubert Labelle – 2013 Laval-Leclerc Award from Association d'orthopédie du Québec

Dr. Jacques Lacroix – Alan Ross Award from the Canadian Pediatric Society

Dr. Jean-Claude Fouron – Honour and Merit Award from Collège Haïtien de Cardiologie

Dr. Louise Caouette-Laberge – 2013 Award for Humanity from Collège des médecins du Québec

Dr. Daniel Sinnett – Appointed to the Research Advisory Group of the Canadian Partnership against Cancer

Dr. Cheri Deal – Harvey Guyda Educator Award from the Canadian Society for Endocrinology and Metabolism

Mr. Nago Humbert – Honorary Doctorate from Fribourg University



Dr. Jean-Sébastien Joyal



Dr. Luis Barreiro



Dr. Sylvain Chemtob



Mr. Jean-François Bussières



Dr. Alain Moreau



Dr. Linda Booij



Dr. Claude C. Roy



Dr. Sylvie Le May



Dr. Françoise Maheu



Mr. Denis Lebel



Dr. Maude Saint-Jean



Dr. Alexey Pshezhetsky



Dr. Hubert Labelle



Dr. Jacques Lacroix



Dr. Jean-Claude Fouron



Dr. Louise Caouette-Laberge



Dr. Daniel Sinnett



Dr. Cheri Deal



Mr. Nago Humbert

OUR TEAMS STAND OUT



Gala of appreciation

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

We thank all the candidates and congratulate this year's winners.

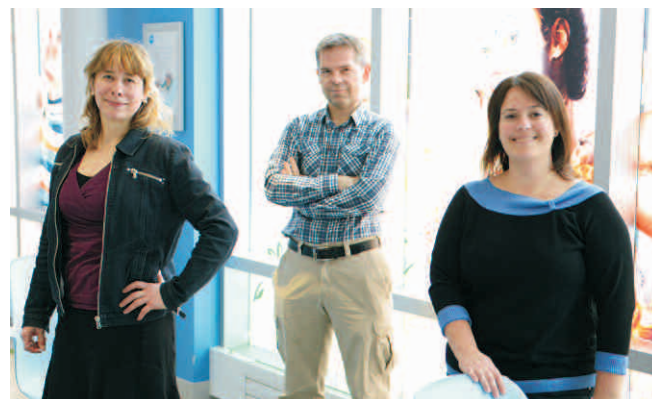


Sainte-Justine Award

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

Dr. Marie Gauthier, Pediatrician

Awards of Excellence



Award of Excellence innovation

PIEUVRES (*Programme intégré d'étudiants à l'urgence volontaires pour la recherche en enfance de Sainte-Justine*)

Multidisciplinary team:
Ramona Cook, Dr. Jocelyn Gravel
and Maryse Lagacé



Award of Excellence Expertise and Competency

Dr. Georges-Étienne Rivard,
Head of the hematology and
oncology services



Award of Excellence Commitment

Team of super users in development care
Multidisciplinary team – Neonatal Unit



Award of Excellence Humanization

Rehabilitation meetings
Céline Martin, Suzanne Bouvier,
Brigitte Leuthard, Alexandra Jung,
Carolina Rossignuolo, Sonia Beauchamp,
Josée Laganière, and Nathali Lefebvre

OUR TEAMS STAND OUT



Ever committing to do more for Sainte-Justine

Ever committing to do more for Sainte-Justine

One year ago, the Foundation launched an appeal to the Quebec community to help them lead the largest campaign in its history, *Healing More Better*.

It was a heartfelt plea to which several enterprises, family foundations and individuals listened carefully by making major contributions that helped propel us into new frontiers of maternal and child health care. The general public was also part of the scene with the “*Sing for Sainte-Justine with Céline Dion*” contest that brought together more than 15,000 donors and 174 participating choirs. The event was a resounding success.

With these unprecedented results, the Foundation set a record this year of more than \$33 M in total gross income. This revenue will be allocated to research (50%), excellence in care (30%), humanization projects and health promotion projects (20%) and the training sector.

This unbounded generosity promises to change the face of Sainte-Justine in a few years' time. This includes the commitment of 51,000 students from *Défi-Jeunesse 1km des écoles privées*, who promised to collect \$5 M in five years' time to be allocated to traumatology and the Young Leaders' Circle who will support the Neonatal intensive care Centre for Excellence, to the tune of \$8 M before the end of the campaign.

Several additional major fields of expertise will benefit from large-scale transformations: the integrated mother-child centre for outpatient care and services thanks to Opération Enfant Soleil, the centre of excellence for new cancer therapies, thanks to Fondation des Gouverneurs de l'Espoir, Néz pour vivre Foundation and the Larry & Cookie Rossy Family Foundation as well as psycho-oncology, rehabilitation and cardiovascular genetics research to name but a few.

With the combined efforts of a strong and united campaign cabinet and a dedicated administrative council, the loyalty of donors is an inducement to continuous innovation and promises a better future for each of our children.

Anièle Lecoq
President and CEO

The Honorable Michael M. Fortier,
Chairman of the Board of Directors



plus mieux guérir



FOUNDATION



Lokomat for children, the first in Quebec!

Over the past year, Mélio Foundation activities have focused on providing the Mother and Child Centre with the very first robot-assisted walking therapy device in Quebec, the Lokomat, for children with motor disorders.

This equipment will be used for patients with different pathological conditions affecting coordination, balance and movement. Such pathologies are the result of spinal cord injuries, lesions of the central nervous system (cerebral palsy), or patients suffering from acquired central nervous system disorders (strokes, traumatic brain injuries, meningitis, etc.). More than 500 children between 4 and 18 years of age will benefit from this high-performance equipment.



The Lokomat, which is equipped with cutting-edge technology, fosters a speedier rehabilitation process and represents hope for children of walking again one day.

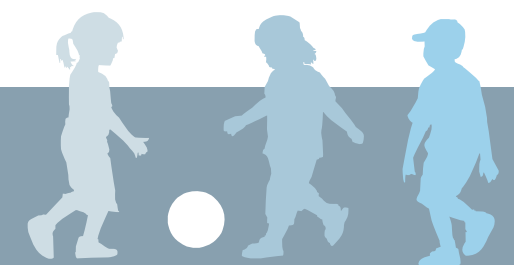
We have to thank Fondation CHU Sainte-Justine, the management at CRME, members of Fondation Mélio management board members, therapists and the generous donors who helped us raise more than \$600,000.

Fondation Mélio also sponsored the following projects:

- The purchase of a SAEBO dynamic orthosis which is used for the motor recovery of upper limbs in children and adolescents with neurological damage;
- Extending the presence of Dr. Clowns on all units;
- The purchase of toys for the toy library which lends adapted toys to parents;
- The continuation of massage therapy services for children in accommodation units and in intensive functional rehabilitation units;
- The establishment of a fund dedicated to children's outings, etc...

To foster a more comforting, welcoming and recreational environment, a project that will incorporate art into everyday life was put in place in collaboration with the Art for Healing Foundation. Spaces were transformed and now offer patients, their family and staff an environment that reflects hope, promise and serenity through the beauty of artwork.

Through these various activities, Fondation Mélio is committed to supporting Marie Enfant Mother and Child Rehabilitation Centre and providing children with motor disorders the means to achieve the greatest autonomy possible.



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