



Hôpital Montfort Hospital

Healing Hospital — Annual Report 2007-2008



Montfort: Scaling the Highest Peak



Gérald R. Savoie
Message from the President and Chief Executive Officer

In a few short weeks, most of our departments will have completed a move of epic proportions and the new buildings will be open to the public, a crucial milestone in our great journey towards the New Montfort.

As you can well imagine, this move is highly complex. We must not only relocate personnel and implement new practices but also transfer all of our patients to brand-new facilities fitted out with ultra-modern equipment and technology, and we must do so without any interruption of service.

If we are to achieve our goal, it is important to understand the scope of this herculean task. A team is working on providing the more than 70,000 hours required to orient and train all employees, doctors and volunteers so that they are familiar with the new facilities and practices, and understand how to safely operate the new equipment and technology. Another team is working on the logistics involved in the acquisition, delivery, installation and safe operation of a truly mind-boggling number of supplies, tools, and pieces of equipment and furniture.

Once the move is behind us, we will have to deal with the complex challenges involved in cohabitation. Many departments will share the same space until renovations to the original building dating from 1953 have been completed, and some departments will even have to move once or twice during this transition period.

These are major hurdles but the Montfort family, renowned for its teamwork and commitment, is more than up to the challenge. Given the cooperation and esprit de corps that we have witnessed throughout the past year, there is no doubt in my mind that we shall succeed.

Staff Participation

The New Montfort also represents a collective transformation. In the past, meeting the needs of employees was sufficient whereas now, they must be active participants. The management model of Montfort as a "Healing Hospital" is ideal in promoting staff participation because it focuses on transformational leadership and engagement strategies. This model will create a workplace where all employees feel that they are heard, respected and encouraged to participate fully in our transformation.

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Daily Miracles at Montfort

Without a doubt, this past year will remain forever etched in our collective memory as the year when the Franco-Ontarian community assumed its rightful place in healthcare. It has done so thanks to the unstinting efforts of Hôpital Montfort, its premier healthcare institution that is about to write a new chapter in its fabled history.

The magazine L'Actualité, in its March 1st edition, published an article entitled "The Miraculous Montfort" that outlined the hospital's history and gave an outsider's view of its accomplishments.

Reading this article was an unforgettable experience for me. What L'Actualité qualifies as a "miracle" seems to be a daily occurrence given that every member of the Montfort family has experienced many such powerful moments. However, if we take a moment to reflect on the long and tortuous road we have travelled, the most respected news magazine in French Canada cannot be accused of hyperbole in its choice of words.

On the strong foundation that Montfort has built over the course of the last half-century, a new healing hospital offering outstanding care and services is about to emerge, a place that will provide Francophone health professionals with exceptional training for generations to come and a state-of-the-art research centre dedicated to meeting the particular needs of the Franco-Ontarian community.

I am deeply honoured to chair the Association for such an outstanding community institution. I am surrounded by people whose dedication and commitment to their hospital is an ongoing source of inspiration. I extend my deepest thanks to every employee and to all the members of the Board for their support each and every day. Though there is work yet to be done, we have every reason to be proud of what has been accomplished.

Lastly, I wish to extend special thanks to Mr. Gérald Savoie and the hospital's management team. All we need to do is look at the progress made to know that their performance is stellar. The word 'visionary' is often overused to describe remarkable people but in the case of our management team, the word is more than appropriate.



Pierre Lefebvre
Message from the Chair of the Association

PLEASE NOTE
In past years, several thousand copies of the annual report were distributed in the form of a special issue. This year, the annual report is a more modest publication because a special issue will be published in September 2008 to mark the official opening of the New Montfort. You won't want to miss this exciting special issue that will highlight our institution's accomplishments.

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In terms of consultation and participation, 2007-2008 was a truly memorable year. Montfort's employees expanded on our collective vision and clearly defined the various components of the project so that each department could achieve excellence and become a leader. In short, they laid the groundwork for a world-class institution that will provide superlative care and offer outstanding teaching and research opportunities.

A series of forums were held to facilitate consultation and participation. Approximately 15% of staff attended every one of these forums. In addition, a number of user groups comprised of managers, employees, up-and-coming leaders and specialists were created. These user groups organize and direct various activities in their respective fields, right down to the smallest details. During the forums, new approaches to promoting staff participation were presented, such as qualitative surveys, open forums and relationship diagrams, all for the purpose of providing managers and user groups with useful tools.

Montfort has never had a year filled with so many forums, meetings and get-togethers, all of which were extremely productive.

Survey of Employees and Doctors

In the spring of 2007, Montfort's employees participated in a quali-

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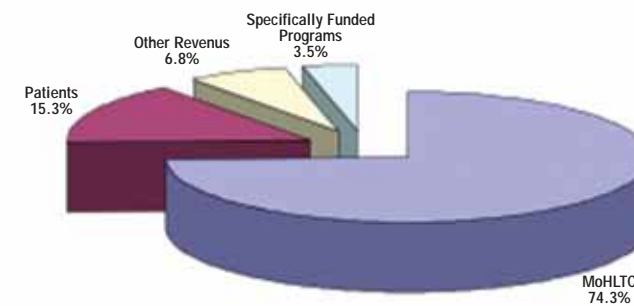
tative survey on the workplace and for the first time, the hospital's doctors were also surveyed on how to improve the clinical environment. These surveys gave employees the opportunity to raise their concerns and provide feedback. The 700 comments and suggestions collected by means of these surveys are of great value to the management team.

What is striking in the results is the similarity between the values of our establishment and those of our employees and doctors. Other organizations spend thousands of dollars every year trying to raise staff awareness concerning their core vision. At Montfort, it seems to come naturally. Obviously, our healing approach has a universal quality that we all share.

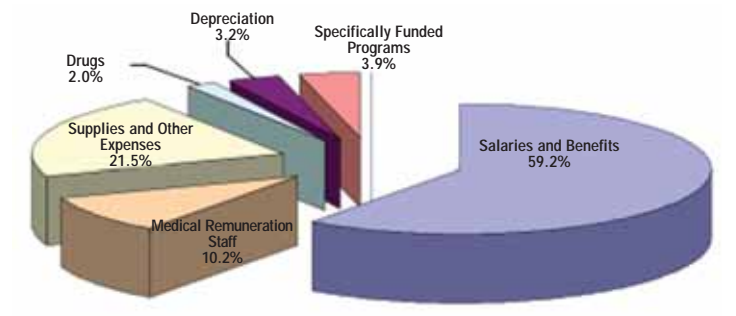
We have established an Advisory Group on the Workplace to review all of the comments and feedback. We believe that the measures taken to implement the best practices and the purchase of state-of-the-art technology and equipment will more than meet the expectations of employees and doctors alike.

I cannot find words to express how proud I am to be your guide on the road to the New Montfort. Never in my life have I been so convinced of the fact that, by travelling together in a spirit of collaboration and humanity, a group of dedicated people can reach the top of the most challenging peak.

Sources of Revenue 2007/08



Distribution of Expenses 2007/08



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You are the reason behind all our efforts!