

professional development
 continuous compassion evolution
 dignity francophone healing
 respect **Montfort** research
 services **Hospital** clinic care
 excellent health care **a changes**
 team work **New** health & well being
Leadership
 teaching hospital
state of the art technology

2009 Board of Trustees 2010



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Secretary



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Jean-Vincent Renaud



Dr. André Bilodeau



Nathalie Charland
Assistant



André Charrette



Neil Levesque



Anne Lemay



Hélène Hamilton



Kathy O'Neill



Lucille Poirereault



Danny Purcell



Christine Sigouin
President &
CEO Foundation



Michel Tremblay

Nominated Participants

Ex Officio

Elected Directors

Vice-presidents and Assistants

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MESSAGE FROM THE CHAIR OF THE ASSOCIATION



*Gilles Morin
Chair of the
Montfort Hospital
Association*

Hospital and its potential, and I am proud that the Board of Trustees chose this seasoned physician and leader to guide us through the many challenges that lie ahead. He has demonstrated his leadership in the past, and I am very optimistic about his new vision for the hospital.

I would like to take this opportunity to welcome Dr. Guy Moreau, who has taken over for Dr. Leduc as Chief of Staff. An orthopaedic specialist who, like myself, gained extensive experience with the armed forces, Dr. Moreau is also a teacher, community leader and civil lawyer. Like his predecessor, he is an invaluable asset to Montfort Hospital.

My relationship with Montfort Hospital dates back almost a half century, when I first visited the hospital as a member of the community. Later, in 1985, Montfort was the subject of the first project assigned to me as a member of the Legislative Assembly of Ontario.

Today, I see just how much our hospital has evolved over the last few decades and I can hardly believe my eyes. From such humble beginnings, Montfort has become a national university medical centre and a pillar of the Franco Ontarian community.

It is such an honour for me to preside over the Association and Board of Trustees of an institution such as ours. Montfort already has a long history, but this is only the beginning. I look forward to seeing what the future has in store.

Gérald Savoie's departure last November was an emotional time for this large team, who went through all the ups and downs along with him. In bidding farewell to Gérald, Montfort Hospital said goodbye to a captain and champion.

But this was also a time when the promise of renewal abounded; upon his departure, Gérald passed the torch to a new President and CEO and a team of professionals whose expertise and passion lived up to the vision of excellence he bestowed on the institution.

Our new President and CEO, Dr. Bernard Leduc, already has a long history with Montfort. As Chief of Staff, he skilfully directed the medical personnel for many years. He, more than most, knows Montfort



MESSAGE FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER



Dr. Bernard Leduc
President and Chief Executive Officer of the Montfort Hospital

To achieve this, Montfort undertook several projects aimed at upgrading its systems this year. These projects—which incorporate the Lean methodology for improving the flow of patients, and the MORE^{ob} program for “Managing Obstetrical Risk Efficiently” within the Family Birthing Centre—will mean that our teams can collaborate on creating a treatment environment that is more effective and safer than ever before. I invite you to read our annual report to discover some of last year’s achievements. Bear in mind, however, that these are but a few examples of the countless changes that are taking place at Montfort today.

The healthcare needs of the community go beyond clinical services. As a university medical centre, Montfort also understands our society’s education and research needs. To meet these needs, Montfort and its partners in education (such as the University of Ottawa and La Cité collégiale) are fully committed to training the next generation of French-speaking healthcare providers. Montfort is also dedicated to fulfilling a key role by becoming a leader in scientific research through its new research institute, for the benefit of the Francophone minority.

The best choice for Francophones

As it continues to grow, Montfort Hospital will not lose sight of its commitment to the French language. On the contrary, in this new era, it will remain the number one choice for Franco-Ontarians, an increasingly multiethnic community that constitutes a large portion of the region’s population in 2010.

Moreover, the need to bolster our human resources will have no bearing on our mission to serve the public in a French-speaking environment. Serving Franco Ontarians has always been vital to Montfort Hospital, since it was the community itself that gave us the mandate to do so.

One word keeps springing to mind these days. It is the Latin word engraved in stone at Montfort: Caritas. The traditional English translation, “Charity,” fails to capture all the nuances of the Latin. As the motto of the Daughters of Wisdom, who founded the hospital in 1953, caritas not only signifies the desire to help others, but also stands for compassion. This word embodies the core values of this healing hospital that I have proudly and humbly accepted to lead.

The bar has been set high! Taking the place of a visionary man who led Montfort Hospital into a new era—and whose name has become synonymous with the institution he oversaw for more than two decades—is no small task. But it is also a great honour.

Gérald Savoie was a man who dared to dream and to aim high. As Chief of Staff at Montfort Hospital, I had the privilege to work with him for many years. I saw him in action and learned a lot. My experience working at Gérald’s side was a source of inspiration from which I continue to draw even today.

Expansion and consolidation

I see my new role as President and Chief Executive Officer as that of a guide and partner in the advancement of Montfort Hospital. The major changes we are witnessing today are the work of our very own teams. First and foremost, a healing hospital must always listen to what its healthcare professionals, physicians and volunteers have to say. My duty is thus to further reinforce this healing approach so its positive impacts continue to multiply in proportion to Montfort’s growth. Down the line, it will be the patients and their families who will reap the benefits of this compassionate, respectful and dignified treatment.

With the major construction project finally completed, the New Montfort now has all of its physical spaces. We are currently entering the next stage in our development: the consolidation of our assets and the expansion of our services. This stage will continue as we expand our teams so we can provide more services to a greater number of patients.

MESSAGE FROM THE CHIEF OF STAFF



Dr. Guy Moreau
Chief of staff of the Montfort Hospital

We are delighted to welcome the Canadian Armed Forces to Montfort. From the minute they arrived, the atmosphere surrounding the various partners has been nothing less than cooperative.

I applaud and fully support the healing approach of our new President and Chief Executive Officer, Dr. Bernard Leduc. He believes that quality of care is the ultimate purpose of the hospital’s mission. From his first day at Montfort’s helm in January 2010, Dr. Leduc demonstrated his leadership and earned the trust of the administration by fostering their commitment to his management philosophy for the hospital.

As we put the finishing touches on the hospital expansion and increase the number of beds over the next two years, a great deal of coordination and planning will be required of the staff and Clinical Programs. This will also involve a substantial increase in medical personnel to meet the needs of the population and of hospitalized patients. With the addition of approximately 100 new beds, we must uphold Montfort’s reputation for its employees’ professionalism, courtesy and compassion, and the quality of its services to patients.

Montfort’s success and solid reputation means we will see an increase not only in the number of students and medical residents, but also in the number of other future healthcare professionals seeking French-language training. As a university medical centre, we will be working with the administration to become recognized by the province as a teaching hospital. Moreover, to our teaching mandate we have also added research through the *Institut de recherche de l’Hôpital Montfort*, which is already in full force.

There is no doubt that numerous challenges lie ahead. Within Medical Services’ offices, we are working to consolidate the core medical team while pursuing our efforts to recruit and retain our proud partners. We encourage our physicians to participate in the teaching process, not only for our Francophone medical residents and students, but for the rest of the hospital’s healthcare professionals as well. This cooperative and multidisciplinary approach will enable us to maintain our position as a healthcare leader in the Ottawa region and uphold our mission to serve the Franco-Ontarian community. We should all be proud to be a part of the remarkable institution we call Montfort Hospital.

It was with great pleasure that I accepted the position of Chief of Staff at Montfort Hospital last December. I have no doubt that the experience I have acquired throughout my working life has equipped me to better serve the hospital’s needs. My career path has included working as a general practitioner with the Canadian Armed Forces, becoming specialized in orthopedic surgery with a university medical practice in Ottawa, teaching at the pre- and post-doctoral levels, obtaining a law degree and having a part-time medical law practice, in addition to holding a part-time position as an orthopedic surgeon at Montfort since 2001. I am honoured to be working here full time. It is a privilege to follow in the footsteps of the physicians who held the positions before me as Chief of Staff, and whom I hold in the highest esteem, namely Drs. Bernard Leduc, Gilles Bourdeau, John Joannis and Jocelyn Deneault. I have made it my mission to ensure patients at Montfort Hospital receive the highest quality of care.

A Chief of Staff cannot do his or her job without the cooperation of the medical personnel, healthcare professionals and hospital administration. I therefore made a point to introduce myself to every department head and sit in on their department meetings so that I could see everyone in person. I take part in our various standing committees to stay abreast of all the projects going on within the hospital. I also got together with my counterparts from The Ottawa Hospital and Queensway Carleton Hospital. I had an opportunity to meet the other Chiefs of Staff from the Champlain LHIN during their regular meetings. It is imperative that strong alliances be forged with our regional partners to coordinate access to healthcare for patients in need of urgent care and those undergoing elective treatments.

COMMITTEE'S REPORTS

MEDICAL ADVISORY COMMITTEE

Members:

Dr. Guy Moreau, Chair
 Dr. Bernard Leduc *
 Dr. John Joannis
 Dr. Louise McNaughton-Filion *

Elected members of the Medical Staff:

President:
President since May 2010:
Vice-President up to May 2010:
Vice-President:
Medical Staff Secretary:
Medical Staff Secretary since May 3, 2010:
Treasurer:

Dr. Jocelyn J. Deneault *
 Dr. Claudine Michaud
 Dr. Claudine Michaud
 Position open
 Dr. Guy Moreau *
 Dr. Jean-François Planet
 Dr. Jean-Pierre Laffèche

Department Chiefs:

Anaesthesiology:
Medical Biology:
Surgery:
Diagnostic Imaging:
Medicine:
Family Medicine:
Obstetrics and Gynecology:
Ophthalmology:
Orthopedics:

Dr. Jean Blier
 Dr. Michel Laurin
 Dr. Benoît St-Jean
 Dr. Fabiano A.S. Taucer
 Dr. Allain Baldo
 Dr. Jennifer Douek
 Dr. Daniel Moreau
 Dr. Robert L. Chevrier
 Dr. Ramsh Chauhan *
 Dr. Jean-Pierre Laffèche
 Dr. Pein-Pein Huang *
 Dr. Julie Nault
 Dr. René Ducharme
 Dr. Edward Boushey

Pediatrics:

Mental Health Program / Psychiatry:
Emergency:

Members in an advisory capacity

President and CEO

Gérald R. Savoie *
 Dr. Bernard Leduc
 Lucille Perreault
 Dr. André Bilodeau

Vice-President – Clinical Services:

Vice-President – Academic Affairs:

Assistant Dean – Health / Hospital Services:

Dr. Sharon Whiting

COMMITTEE'S REPORTS

The full mandates of the committees are described in detail in the Montfort Hospital Association's bylaws.

**People who left during the year*

Executive Committee of the Board of Trustees

Members:

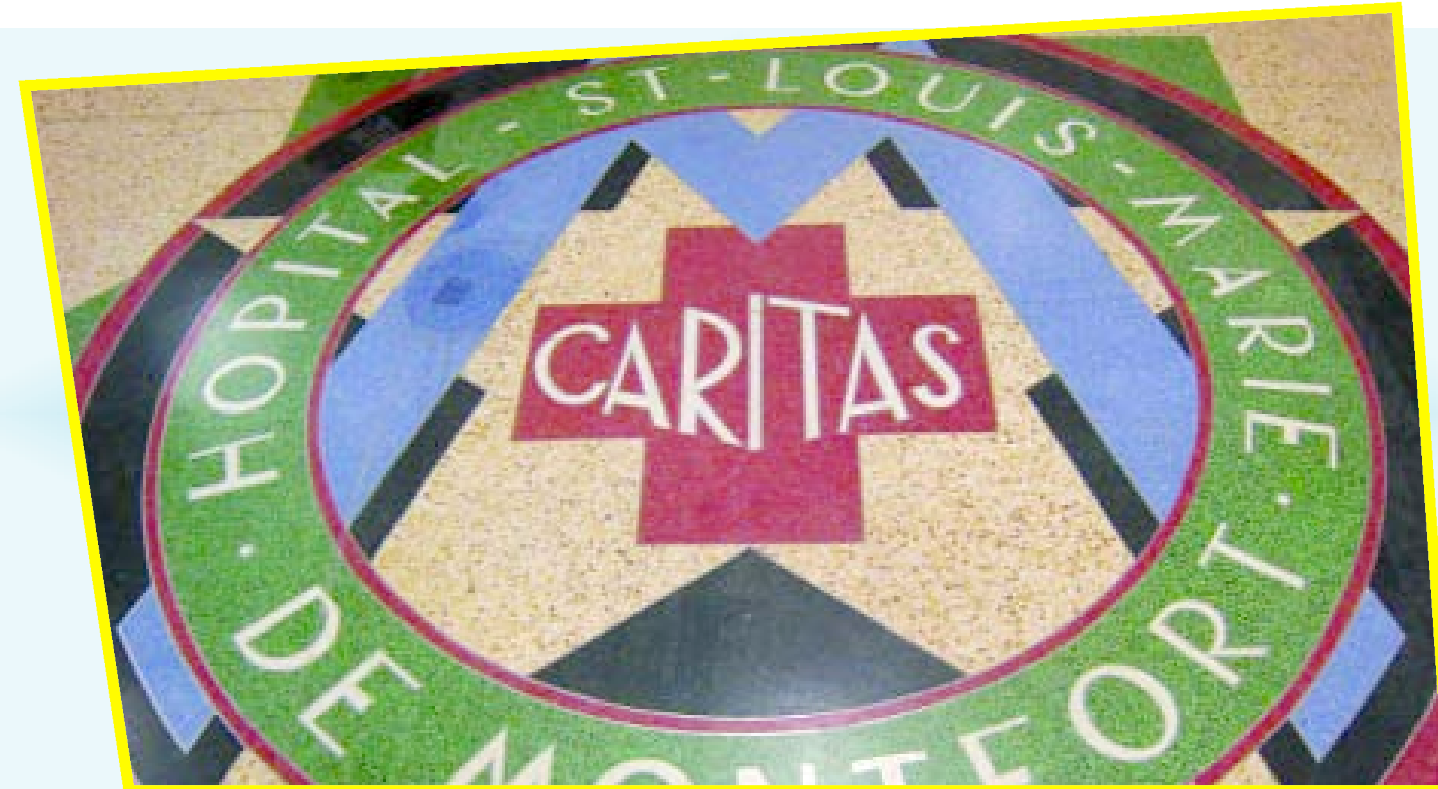
- Gilles Morin, Chair
- Alain-Michel Sékula, Vice-Chair
- Jean-Marc Dubé, Treasurer
- Nicole Robert, Association Secretary
- Dr. Harvey Barkun
- Ronald Bilodeau
- Dr. Jocelyn Deneault
- Mona Fortier
- Dr. Bernard Leduc
- Dr. Guy Moreau
- Lucille Perreault *
- Gérald Savoie *
- Nathalie Charland (administrative support)

The Executive Committee exercises all the powers of the Board of Trustees for any urgent matters arising between Board meetings, and reports on its decisions to the Board of Trustees. The Committee also examines any business assigned to it by the Board of Trustees.

The Executive Committee ensures that Montfort Hospital's mission, vision and values are put into practice. It reviews the performance of the President & CEO and the Chief of Staff, and approves their salaries. It ensures that the Trustees are adequately advised and instructed. It establishes goals and objectives for the Trustees and regularly examines the Association's bylaws.

2009–2010 Actions and Achievements

- Selection of a new President and CEO and appointment of Dr. Bernard Leduc to this position.
- Follow-up of the progress made in terms of recognition of Montfort Hospital's mandate and its university funding.
- Adoption of phase 1 of the Orléans Family Health Hub.
- Adoption of the purchase of land in Orléans for the construction of the future Orléans Family Health Hub.



Quality Council

The Council helps develop the Hospital's vision, mission, strategic directions and general objectives and ensures that its values dictate and support the services offered.

2009–2010 Actions and Achievements

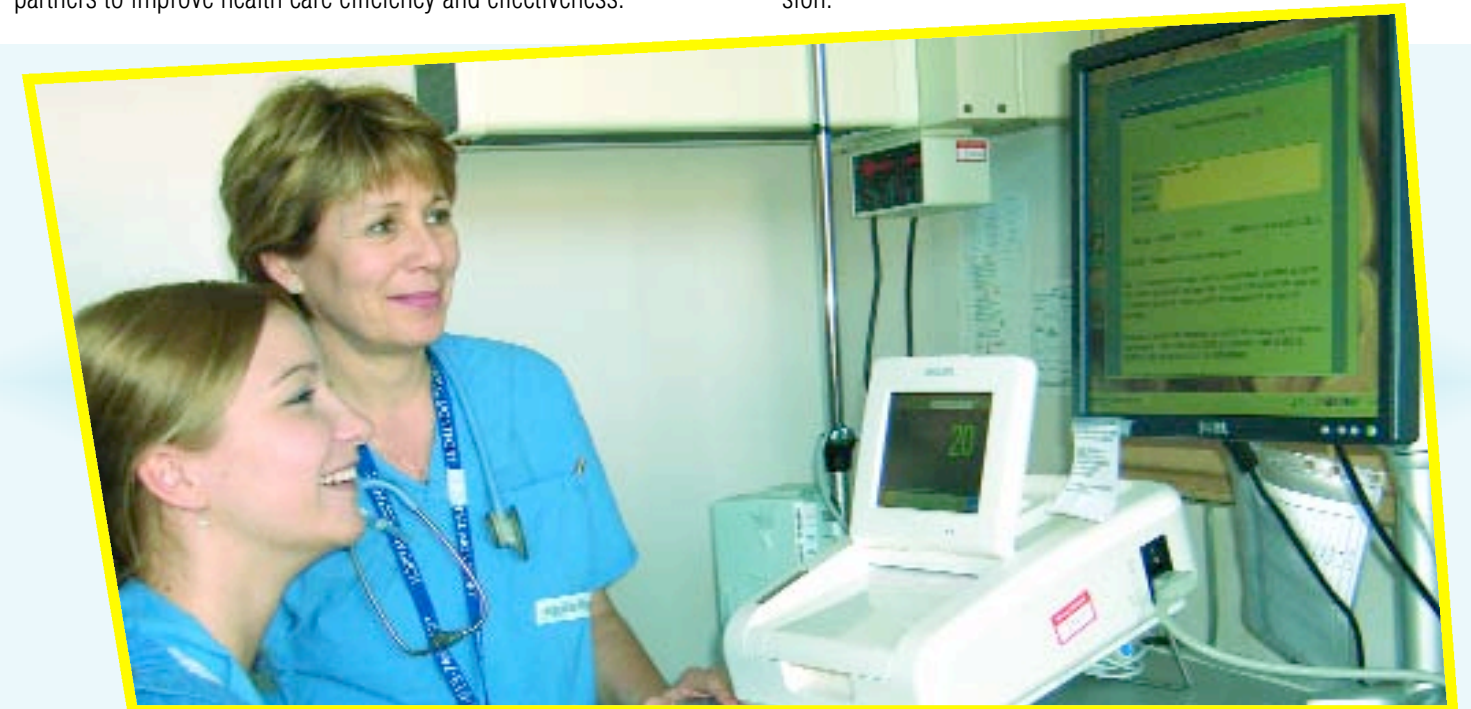
- Report regarding the implementation of the pandemic plan for the H1N1 group.
- Follow-up and discussion on the quality indicators associated with nosocomial infections and patient safety.
- Report obtained and follow-up on the execution of the LEAN methodology affecting patient flow and treatment accessibility.
- Nomination of Montfort Hospital as a Best Practice Champion (BPC) in initiatives concerning smoking cessation, the prevention of constipation in older adults and breastfeeding.
- Deployment of the first two modules of the MOREOB program (Managing Obstetrical Risk Efficiently) at the Family Birthing Centre.
- In December 2009, confirmation by Accreditation Canada of Montfort's status as an accredited hospital, i.e. an organization that is fully committed to providing quality care and services in a safe and secure work environment, and to pursuing its academic mission.

Members

- Mona Fortier, Chair
- Dr. Harvey Barkun
- Dr. André Bilodeau
- Suzanne Clément
- Jean-Marc Dubé
- Hélène Hamilton
- Dr. John Joannis
- Sylvie Lauzon
- Diane Lavallée
- Dr. Bernard Leduc
- Anne Lemay
- Linda Lessard
- Dr. Louise McNaughton-Filion *
- Dr. Guy Moreau
- Claudette Paquin
- Lucille Perreault
- Manon Rochon *
- Gérald Savoie *
- Chantal Blais (administrative support)

"The quality of care and the safety of patients are priorities for the organization."

In this context, the Quality Council is mandated with analyzing strategic administrative and clinical information and for using this information to facilitate decision-making. It ensures that the Hospital is equipped with the resources required to respect its commitments so as to meet its clientele's needs and work in cooperation with its partners to improve health care efficiency and effectiveness.



QUALITY AND SAFETY: MARKERS OF EXCELLENCE

In 2009–2010, Montfort pursued several projects designed to enhance patient safety, treatment quality and accessibility. The dedication and leadership of the Board of Trustees, senior management, the management team, quality teams and staff members helped support these institutional priorities.

These projects are meant to foster a culture of excellence within Montfort, a culture in which patient safety and treatment quality are integral to the healing approach.

“As part of this ongoing process, patients should have an unparalleled experience throughout the entire treatment continuum,” explains Linda Lessard, Director, Quality and Risk Management. “And this human touch will allow our healthcare professionals to enjoy a highly rewarding work experience.”

Here are some of the projects currently under way:

- As part of a provincial initiative to improve the flow of patients in Emergency at several Ontario hospitals, Montfort applied the **Lean methodology** to several clinical units. The impact of this project on the hospital's efficiency is very positive (refer to table).
- Under a Registered Nurses Association of Ontario program, Montfort Hospital was nominated to become a **Best Practice Champion (BPC)**. The objective of this program is to improve the quality of nursing and patient safety by adopting the most recent best practices as well as new standardized tools developed around compelling data from the field. This initiative focuses on three best practice guidelines, those concerning smoking cessation, the prevention of constipation in older adults and breastfeeding.
- In the Family Birthing Centre (FBC), a team of more than one hundred healthcare professionals (including all obstetrician-gynecologists, midwives and nurses) participated in the deployment of the first two modules of the **MORE^{OB}** program, a Canadian-made tool for **Managing Obstetrical Risk Efficiently**. The goal is to foster within the FBC a renewed culture of safety rooted in communication and teamwork. This program offers the medical team clinical content based on compelling data and national guidelines, as well as educational and risk management tools and interprofessional workshops.

- Having received a conditional accreditation from **Accreditation Canada** in March 2009, the Quality Council (QC) worked closely with the hospital's various units to satisfy the requirements detailed in the organization's report. As a result, Montfort is proud to announce that, in December 2009, Accreditation Canada confirmed that we had indeed fulfilled the requirements and officially conferred on us the status of accredited hospital, in other words, an organization that is fully committed to providing quality care and services in a safe and secure work environment, and to pursuing its academic mission. Montfort is already preparing for the next accreditation visit, which will take place in April 2011.

The ER: More efficient than ever

	Average length of stay: Minor cases	Average length of stay: Minor cases
MARCH 2009	22 H	8 H
FEBRUARY 2010	17 H	4,9 H

The above table lists the average length of stay (ALOS) in the emergency room in March 2009 and in February 2010. There is no question that the Lean methodology implemented by Montfort as part of a ministry initiative to reduce emergency room wait times is bearing fruit.

For serious cases, the ALOS at Montfort dropped from 22 hours in March 2009 to 17 hours in February 2010, representing a 23 per cent decrease.

Over the same period, the ALOS for minor cases went from 8 hours to 4.9 hours, in other words, a 39 per cent decrease in wait time.

Now that's worth celebrating!

Management Committee

Members

- Jean-Marc Dubé, Chair
- Denyse Brisson
- Denis Chartrand
- Richard Flageole
- Mona Fortier *
- Hélène Hamilton
- Madeleine Joannis
- Marc Joyal *
- Dr. Jean-Pierre Laflèche
- Jean-Yves Lalonde
- Dr. Bernard Leduc
- Lucille Perreault *
- Danny Purcel
- Laurier Ranger
- Manon Rochon *
- Gérald R. Savoie *
- Christine Sigouin
- Krystina Poulin (administrative support)

The Management Committee is mandated with examining and recommending for approval reports concerning clinical activities, detailed financial statements and the annual budget. It recommends the appropriate systems and methods with respect to insurance and investments.

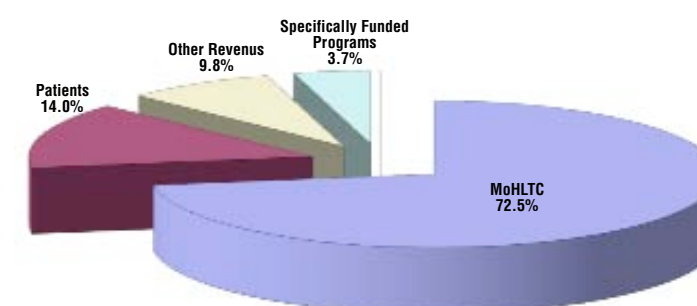
The Committee also examines and recommends general thrusts with regard to human resources management, particularly in terms of staffing, occupational health and safety and major teaching projects. In addition, it reviews policies dealing with the application of special legislation concerning labour relations and occupational health and

safety. Lastly, the Committee advises management during collective bargaining initiatives.

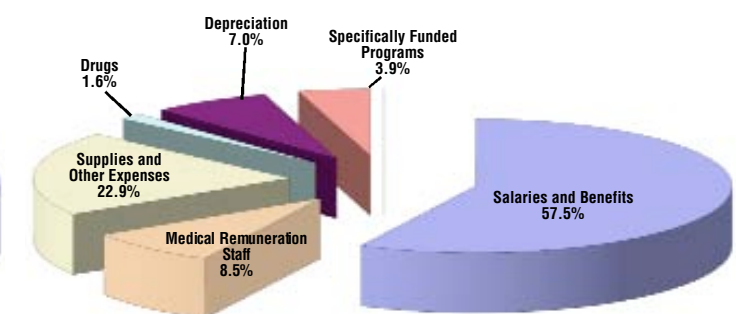
2009–2010 Actions and Achievements

- Recommendation on the adoption of the annual budget.
- Study and recommendation of the annual report on clinical and financial activities.
- Development of a Management Committee scorecard.
- Study and recommendation concerning the organization's investment portfolio.
- Mandate assigned to Human Resources for the negotiation of a collective agreement.
- Discussion and recommendation concerning the renewal of a group insurance broker's contract.
- Study and recommendation concerning funding for the development project and the financial file associated with the construction.
- Analysis and follow-up concerning the rectification of the electrical drawings and cleanup of the oil spill.
- Review and recommendation to the Board of Trustees on the adoption of financial and operational reports tabled before funding sources.

Sources of Revenue 2009/10



Distribution of Expenses 2009/10



Audit Committee

Members

Richard Flageole, Chair
 J. René Dostaler
 Jean-Marc Dubé
 Marc Joyal *
 Dr. Bernard Leduc
 Denis Lévesque
 Danny Purcell
 Jean-Vianney Renaud
 Gérald R. Savoie *
 Alain-Michel Sékula
 Krystina Poulin (administrative support)

The Audit Committee is mandated with planning and ensuring the preparation of the external audit and analyzing changes made to financial and control systems during the year. The Committee receives and examines year-end financial statements and reports on them to the Board of Trustees. It examines the audited financial state-

ments and the external auditor's report and recommends to the Board of Trustees the adoption of the audited financial statements. Lastly, the Committee recommends the appointment of the auditor at the Annual General Meeting.

2009–2010 Actions and Achievements

- Reception and analysis of audited financial statements for 2009–2010 and recommendation on their adoption by the Board of Trustees.
- Follow-up on the auditor's recommendations with regard to accounting policies and procedures.
- Recommendation of an accounting firm following a tendering process conducted in conjunction with other Montfort entities.
- Risk analysis and preparation of a bid for integrated corporate risk management.



Research Committee

Members

Dr. Harvey Barkun, Chair
 Thérèse Antoun
 Dr. André Bilodeau
 Dr. Andrée Durieux-Smith
 Christine Landry
 Anne Lemay
 Dr. Hugues Loemba
 Brian Malcolmson *
 Johanne Pomerleau
 Nicole Robert
 Dr. Jean-François Thibert
 Marie-Josée Trépanier
 Stéphanie Garcia (administrative support)

The Research Committee is mandated with contributing to the development and direction of research at Montfort Hospital. It establishes the policies and procedures related to research projects, defines the acceptance criteria for research projects and assists management in disseminating research results and transferring knowledge. The Committee informs the Board of Trustees on the development of research.

2009–2010 Actions and Achievements

- Monthly committee meetings to analyze research project applications and determine Montfort's involvement in these projects (Montfort services, staff and, at times, resources). It approved projects or made recommendations and requested changes to the

research protocol. The Committee ensured that each project received an ethics certificate.

- In 2009–2010, researchers associated with the *Institut de recherche de l'Hôpital Montfort* received \$4.25 million in grants, much of which came from peer-adjudicated bodies.
- 2009–2010 was a year of transition. An ad hoc implementation committee at the *Institut de recherche de l'Hôpital Montfort* looked at the creation of a model adapted to the needs of Montfort Hospital and recommended the Board of Trustees adopt the following:
 - A new mode of governance integrated into Montfort Hospital's operations;
 - The institute name: *Institut de recherche de l'Hôpital Montfort* (not translated in English);
 - Amendment of the Research Committee's mandate to give it a broader role, i.e. Research and Teaching Committee;
 - Creation of a Research Ethics Committee reporting to the Board of Trustees.
- Recognition of Montfort by the Ministry of Health and Long-Term Care as the primary site, with the University of Ottawa, of the Réseau de recherche appliquée sur la santé des francophones de l'Ontario. This network receives an annual grant of \$250,000 for five years.



Ethics Committee

Members

Nicole Robert, Chair
 Thérèse Antoun
 Dr. André Bilodeau
 Dr. Robert Butcher
 Adèle Copti-Fahmy
 Rachel Décoste
 Dr. André Gauthier
 Dr. Jean Grenier
 Linda Lessard
 Louise Marleau
 Dr. Guy Moreau
 Gilles Morin
 Lucille Perreault
 Johanne Pomerleau
 Véronique Sauvé
 Danielle Crawford (administrative support)

The Ethics Committee is mandated with promoting and supporting awareness programs dealing with ethical issues. It advises and supports staff and patients on ethical matters. It develops, reviews and recommends policies, guidelines and processes concerning ethical situations. Lastly, it ensures that continuing education programs are offered on ethical matters.

2009–2010 Actions and Achievements

- Case discussions to meet the needs of treatment units; the topics targeted themes that particularly affected the Intensive Care and Mental Health units while maintaining teaching activities with the other clinical teams.
- New themes discussed:
 - Adoption of a treatment plan and the integration of limits into the treatment plan (end-of-life treatment plan policy); integrate discussions on the appropriate approach, the futility of certain treatments and the withdrawal of treatment;
 - Management of people capable of making decisions but who make decisions that are harmful to their health or living environment;
 - Discussion in Intensive Care concerning complex cases (two cases generated discussions for more than two months)-; discussion related to the impact and management of moral residue and its influence on professional practice.
- Participation in the creation of four (4) bilingual consent forms for the H1N1 vaccine.

- Addition of organ donation consent items to our Treatment Consent draft policy.
- Shared a validated tool (ARECCI Ethics Guideline for Quality Improvement and Evaluation Projects) aimed at assessing the ethics component of quality evaluation projects.
- Development of case studies used by Clinical Programs clinicians when training new employees in order to support the use of tools when making ethical decisions at a patient's bedside.
- Discussions with the Nutrition Department concerning the development of tools to help families decide whether or not to insert a PEG/PEJ (Nutrition team, nurses and gastroenterologists).
- Development of a tool to help healthcare professionals discuss non-resuscitation and the adoption of treatment plan limits (understand the palliative approach); identification of phrases to be avoided.
- Development of a schedule of nine monthly meetings for case discussions (continuing education); a core of five (5) individuals led the discussions on bedside clinical ethics; this group was comprised of nursing staff and physicians who took part in complex case discussions involving intensive care.
- Space designated in Montfort Hospital's library for resources dealing with ethics.
- Number of requests for consultation in 2009–10: 88 requests received:
 - 46 from nursing staff
 - 39 from physicians
 - 2 from midwives
 - 1 from Quality and Risk Management

Nominating Committee

Members

Nicole Robert, Chair
 Ronald Bilodeau
 Nicole Lafrenière-Davis
 Pierre Lanoix
 Dr. Bernard Leduc
 Bernard Marcil
 Gilles Morin
 Alain Michel Sékula
 Michel Tremblay (administrative support)

The Nominating Committee is mandated with establishing selection criteria and receiving and considering nominations for individuals who could be elected to fill openings in the Association and the Board of Trustees and thus maintain the Board's Francophone character. It is responsible for evaluating each elected party's performance

based on a policy framework adopted by the Board of Trustees.

2009–2010 Actions and Achievements

- Development and adoption of a mandate to create a working group to review the integration of ethno-cultural minorities at Montfort;
- Launch of a public call for nominations process via news release (general distribution);
- Establishment of the main selection criteria, giving priority to female candidates and candidates representing ethno-cultural communities;
- Preparation of a report recommending a list of candidates which saw the percentage of women increase from 37% to 39%.



Development Projects Committee

Members:

- Denis Chartrand, Chair
- Paul Bélisle
- Réjean Chartrand
- Jean-Marc Dubé
- Louis Guilbeault
- Pierre Lanoix
- Dr. Bernard Leduc
- Kathleen O'Neill
- George Orfali
- Gérald Savoie *
- Lyne Galarneau (administrative support)

The Development Projects Committee is mandated with ensuring Montfort Hospital's purpose is appropriately reflected in its site plan and master plan. It studies all planning projects submitted with grant applications and ensures they comply with the planning process. It ensures general supervision of all construction projects, from the preliminary to the final phase (execution of work).

2009–2010 Actions and Achievements

- Ongoing supervision of construction and renovation work done on the New Montfort, including a number of moves that took place throughout the year:
 - Emergency Department move in July 2009
 - Major move involving West C Wing in August 2009
 - Substantial completion of construction work by May 3, 2010
- Management of the tender process involving the acquisition of land in Orléans for the construction of the Orléans Family Health Hub.
- Supervision of the development process for the Ottawa Withdrawal Management Centre, managed by Montfort Renaissance Inc.
- Verification and recommendation to the Board of Trustees of a process for cleaning up the oil spill.



ORLÉANS FAMILY HEALTH HUB

It has been a good year for this major project, which, by 2013 or 2014, will see the Orléans community endowed with a brand new family health hub.

Taking a completely unique approach, the Hub will transform the way residents of Orléans and the surrounding area receive healthcare services.

As a member of a regional coalition working actively to ensure this project comes to fruition, Montfort Hospital began, in late 2009, the process of acquiring the plot of land on which the Orléans Family Health Hub is set to be built—at 2833 Mer Bleue Road, at the corner of Innes Road.

“This location was chosen to best meet the needs of families in Orléans and the neighbouring areas,” explains Kathy O’Neill, Vice-President of Planning and Development. “In buying this land, Montfort Hospital is proudly contributing to an important initiative that will make a tangible difference in the lives of thousands of citizens.”

The Orléans Family Health Hub will deliver, under one roof, a variety of healthcare services (including emergency services) from a family health team, specialists, and many other healthcare professionals. It will be the main point of access to primary care services for residents of Orléans and the surrounding area.

The services to be made available will be determined based on a

needs analysis of the population of Orléans and on town hall meetings. Last March, two discussion groups on this topic took place, one in English and the other in French, with over 100 people coming out to voice their expectations and show their support for this groundbreaking initiative.

Montfort is working on this project in partnership with the following organizations:

- The Ottawa Hospital
- Bruyère Continuing Care
- The Children’s Hospital of Eastern Ontario
- Ottawa Public Health
- The Champlain Community Care Access Centre
- The Orléans Urgent Care Clinic
- The Connexion Family Health Team, and
- The Champlain Local Health Integration Network

“It is a real honour for Montfort to be working with each of these Ottawa-based organizations,” asserts Ms. O’Neill. “It is with great pride and enthusiasm that we look forward to joining them on the next stages of the project.”



A RESEARCH CENTRE FOR THE FRANCOPHONE COMMUNITY

In fall of 2009, the all-new *Institut de recherche de l'Hôpital Montfort* welcomed Dr. Andrée Durieux Smith, its first Scientific Director, an important step in the development of research at Montfort Hospital.

The *Institut de recherche de l'Hôpital Montfort* is a French-language interdisciplinary health research institute affiliated with the University of Ottawa. According to Dr. Durieux Smith, the Institute is dedicated to exploring different areas of research that will have a tangible impact on the population, particularly in Francophone minority communities.

"The real-world applicability of research is of the utmost importance for us," she explains. Through its affiliation with the University of Ottawa, Montfort can optimize clinical applications by enabling academic researchers and clinical researchers to work together to significantly improve practices."

The *Institut de recherche de l'Hôpital Montfort* researchers are working in several different fields, including behaviour and metab-

olism, mental health and interprofessional education.

As a Francophone research centre, the *Institut de recherche de l'Hôpital Montfort* is the first of its kind outside Quebec. Its opening is thus a major breakthrough in the evolution of healthcare services for Franco-Ontarians. It signifies the accomplishment of a determining aspect of Montfort's mission, to ensure the self-sufficiency of the Franco-Ontarian population in terms of healthcare.

"Our researchers are currently putting together a network of scientists to examine the issue of health among Francophones," says Dr. Durieux-Smith. "This best practices project funded by the Ministry of Health and Long-Term Care is in line with our institute's core values. We want to provide Franco-Ontarians with a highly effective research network."

Lastly, the *Institut de recherche de l'Hôpital Montfort* also has an educational mandate. In other words, in addition to making discoveries in numerous fields, it will communicate its findings to the public so that everyone may benefit from this knowledge.



MONTFORT OFFERS ITS STUDENTS AND RESIDENTS FRESH, NEW IDEAS

By virtue of Montfort Hospital's mission vis-à-vis the French language, its academic activities are especially vital. After all, preparing the next generation of French-speaking healthcare providers is as essential as being able to offer services to the public in French today.

With this in mind, the Department of Professional and Interprofessional Education established **Entretiens Montfort**, a program designed to instill in Montfort's residents and students a sense of pride to be working in French in the health sector.

Made possible through a partnership between Montfort, the Consortium national de formation en santé, University of Ottawa and La Cité collégiale, Entretiens Montfort offers our students and residents an opportunity to attend lectures given by prominent French-speaking experts in the field. Participants will also be invited to contribute to discussions and debates hosted by leaders from the community who will also take part in the lectures and will guide students in learning the inner workings of the community.

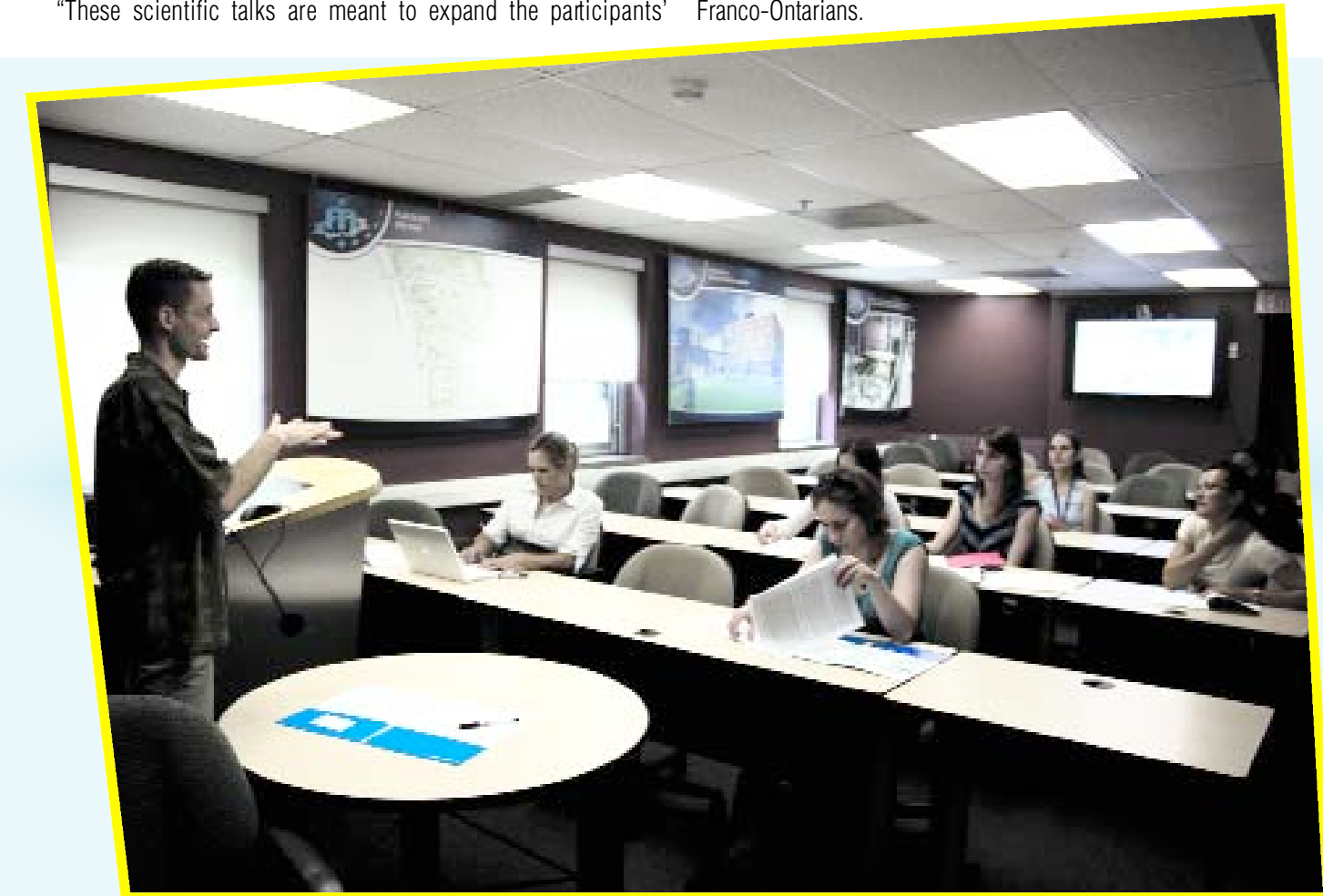
"These scientific talks are meant to expand the participants'

knowledge while imparting a sense of pride in being a Francophone," explains Director of Professional and Interprofessional Education Lynn Casimiro. "In presenting them with role models with whom they can identify, we hope to offer them an unforgettable experience and equip them to break into their field as full-fledged French speakers."

There have been two Entretiens Montfort lectures so far. Featuring professors Dave Holmes and Rachel Thibault of the University of Ottawa, each of these events was a resounding success.

"With an overall participation rate of nearly 40 students and 30 leaders/guides, the first round of talks addressed a real need for our students and residents," claims Ms. Casimiro. "So it is with great pleasure that we have lined up three more of these special evenings for 2010, as well as a brand new series of five talks for next year."

In reality, the Entretiens Montfort initiative captures the essence of Montfort's mission to be a leader in developing healthcare services for Franco-Ontarians.



REACHING NEW HEIGHTS IN ADVANCED CARE FOR NEWBORNS

The Family Birthing Centre (FBC) has crossed an important milestone this year in being named a Level II Neonatal Intensive Care Unit.

Level II neonatal care is required for premature deliveries at 34 weeks or later. In order to offer this level of service, the FBC installed four new bassinets in its nursery that are specially designed to meet the needs of premature infants. In addition, clinical staff has been trained to offer this type of advanced care.

Montfort obtained the necessary equipment and expertise for Level II neonatal intensive care in an effort to improve access to this level of care for the community as a whole.

This project to enhance the FBC with a new service falls under the New Montfort development project. Last March, the hospital received approval and funding from the Champlain Local Health Integration Network (CLHIN), and all Level II services have been available since May 1, 2010.



A MENTAL HEALTH PROGRAM WORKING FOR THE PEOPLE

Mental health care is central to the Montfort's healing mission. Naturally, Montfort's Mental Health Program (MHP) is founded on a multidisciplinary approach that not only addresses the immediate needs of clients and their loved ones, but also aims to facilitate their social reintegration.

opment of mental health and addiction services for a Francophone community that is a minority in Ontario and Canada."

"Our healthcare professionals work alongside our partners in the community to develop personalized treatment plans with clients and their families," states Diane Lavallée, Director of the MHP.

More beds and improved services for the elderly

In 2009, three beds were added to the MHP treatment unit, for a total of 27. And with a new geriatric psychiatrist on staff, the department can now admit more elderly patients with mental health problems.

CONTACT concomitant illness program

Montfort has also consolidated its brand new concomitant illness program to meet the needs of people suffering from both mental illness and addiction.

This groundbreaking program benefits from the expertise of a specialized psychiatrist, as well as that of a team comprising a psychologist, an occupational therapist and a social worker.

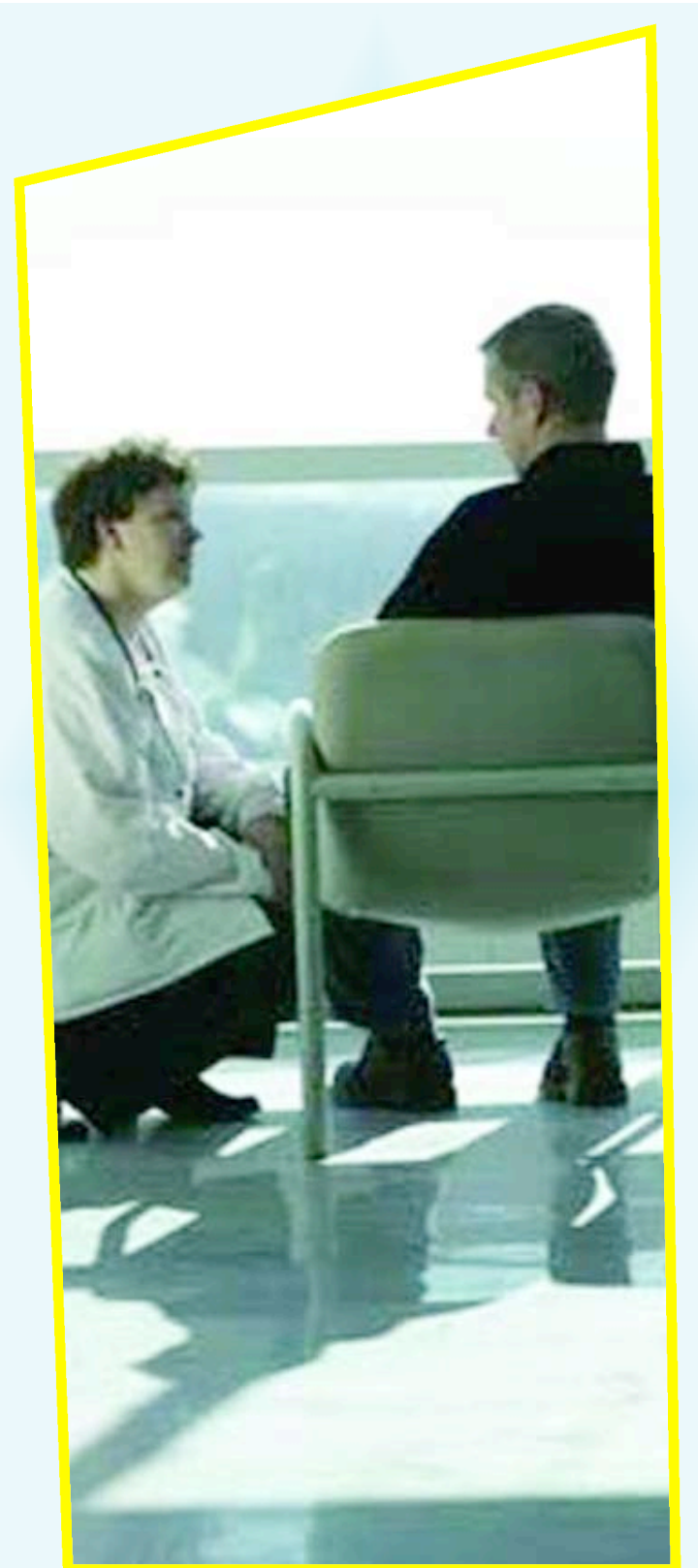
In addition to providing the AGIR teams, an exemplary practice for concomitant illnesses, the CONTACT program is actively conducting an externally funded research project to test a new French tool for detecting concomitant illnesses that is set to be deployed throughout the region.

Being granted this research mandate, the MHP was able to set up a mental health research lab in collaboration with the *Institut de recherche de l'Hôpital Montfort*.

Ahead of the game

In the New Montfort era, the Mental Health Program has embraced a vision founded on the ongoing pursuit of excellence at all levels. Adopting best practices and creating a safe environment for patients to receive the highest level of care are priorities for the MHP team.

"We have to be ahead of the game," says Diane Lavallée. By participating fully in joint activities with all our partners in mental health and addiction in the Champlain region, Montfort can continue to improve the services it offers to this important clientele. Our provincial and national networks also enable us to contribute to the devel-



MONTFORT AND THE H1N1 INFLUENZA

The H1N1 flu pandemic instigated an aggressive and concerted response from the City of Ottawa, Public Health and the Champlain Local Health Integration Network, of which Montfort is a member. The hospital worked closely with its partners to successfully fend off the two waves of this flu, which made international headlines in 2009.

Montfort's teams collaborated on executing the hospital's pandemic plan while also implementing an emergency preparedness structure.

"This pandemic forced us to revisit our procedures to clarify the roles and responsibilities of the various parties and departments involved, while establishing greater monitoring of infection prevention," states Dr. André Bilodeau, Vice-President, Academic Affairs. "The situation demanded a very high degree of cooperation, as everyone had to adhere to the guidelines issued by the province and ensure measures were taken throughout the organization."

Handling a situation such as the one we faced in 2009 requires that numerous exceptional measures be taken. From communications strategies to kick off a large-scale vaccination campaign for hospital staff and the greater community, to acquiring emergency supplies and developing detection tools, Montfort's teams overcame the H1N1 challenge through their dedication.

"I would like to thank the staff for their tireless devotion throughout the crisis," says Ms. Linda Lessard, Director, Quality and Risk Management. "This situation was an opportunity for Montfort to put its pandemic plan to the test. The lessons we took away from the experience will allow us to perfect our plan so that we will be even more effective in tackling the next pandemic."

A working group mandated by the Emergency Measures Committee is currently reviewing the pandemic plan for the purpose of incorporating the lessons learned and adapting it to the facilities and capacity of the New Montfort.



OUR VOLUNTEERS... THE PRIDE OF MONTFORT



Denyse Brisson
Chair
Auxiliaries/Volunteers
Association

Each day, the Auxiliaries/Volunteers Association at Montfort Hospital improves the lives of both patients and staff. Last year, more than 350 volunteers dedicated a total of 57,459 hours of their time, an increase of 4 per cent over the previous year.

The sole goal of their efforts is to support patients and staff members by bringing joy, solace and compassion into the life of every person who walks through the hospital's doors. The volunteers do as much for those receiving care and services as they do for the individuals who provide it.

Think about it: if all of these volunteer hours had been paid at minimum wage, it would have cost the hospital over half a million dollars. But these hours were given to Montfort free of charge, and their impact—all those smiles and all that warmth—is simply priceless.

Volunteer Services' contribution also involves a financial component. By operating the cafeteria, the boutique and the Tim Horton's, and through several other fundraising activities such as the Christmas Bazaar, the Association was able to make a gift of \$106,741 to the hospital this year.

As Chair of the Auxiliaries/Volunteers Association, and on behalf of our clients, staff and the greater community, I would like to extend a heartfelt thank you to every person, young or old, who worked on the team this year.

Young Volunteers Program

Last summer, 25 high school students between the ages of 14 and 17 chose to volunteer at Montfort in order to complete the 40 hours of community service they need to graduate, as required by the Ministry of Education.

Always helpful and pleasant, these students were certainly up to the task. They worked hard to improve the patients' quality of life and took on tasks in addition to those of the employees—and in doing so, they gave back to their community while gaining invaluable experience.

The 2010 edition of the Young Volunteers Program will begin in July, and it is with great pride that Volunteer Services will welcome a new group of young citizens ready to breathe life into the hospital with their youthfulness and dedication.

Student Coop Education Program

Cooperative education is a practical learning experience for which students in the 11th and 12th grades earn credits. Through this increasingly popular program, students have the opportunity to enrich the theoretical knowledge they obtain in the classroom with real-world experiences in the workplace.

In 2009, Montfort's staff and patients were graced with the energy, enthusiasm and resourcefulness of 20 young students taking part in this program. Montfort's Volunteer Services department is proud to help educate the next generation of Franco-Ontarian healthcare workers.



A REMARKABLE YEAR FOR THE MONTFORT HOSPITAL FOUNDATION



Madeleine Joanisse
Board Chair

**DONATIONS FROM CORPORATIONS IN THE COMMUNITY...
SPECIAL EVENTS TO SUPPORT CARE AND SERVICES...
PERSONAL DONATIONS SHOWING THE APPRECIATION
OF OUR PATIENTS AND THEIR FAMILIES...**



Christine Sigouin
President and
Chief Executive Officer

These are just a few examples of the different ways in which the community has expressed its generous commitment to supporting the Montfort Hospital Foundation in the pursuit of its mission to provide our healthcare professionals with the resources required to meet their patients' needs.

To do so, this year, the Foundation wrapped up its Major Fund Raising Campaign, which was an unqualified success. Having surpassed the initial objective, by 2009 the Campaign had generated a total of \$11,365,000. The funds collected are a direct investment in the quality of care, the safety of patients and the future of healthcare in the Ottawa region and in Eastern Ontario.

Farewell to a visionary

The departure of Gérald Savoie, President and CEO of Montfort Hospital, was an opportunity for the entire community to come out and pay tribute to the visionary man who led Montfort to its recent rebirth.

In his 23 years at Montfort's helm, Gérald Savoie demonstrated unwavering leadership excellence. To celebrate his contribution, the Foundation threw a spectacular gala in Mr. Savoie's honour. The event took place on October 3 at Hilton Lac Leamy, and enabled the Foundation to raise \$321,577 for the Hospital.

Overview of activities

Once again in 2009, the Foundation's activities were met with success. These events, which have become tradition for us and for the community, will make it possible to acquire important tools to support our healthcare professionals. The following amounts were raised during these special events:

Annual Golf Tournament	\$64,668
Weekly bingo events	\$45,900

The Foundation partnered with Société PubliArt Vanier to create a mural commemorating the S.O.S. Montfort campaign. The mural is located at the corner of McArthur Avenue and Vanier Parkway and was unveiled on June 9, 2009.

The Foundation offers community members a long list of programs through which to give back to their hospital. The Foundation's direct mail campaign brought in \$245,808 in donations from generous patients and donors in recognition of the healthcare professionals who have healed them. Other programs were also highly successful, namely:

- The Gift in Tribute program;
- The Planned Giving Program, in which donations are made through a legacy or will, life insurance policy or gift of securities;
- The Monthly Giving Program;
- The Newborn Club, which celebrates the newborns delivered at Montfort Hospital. This program invites families to create an everlasting memory of the most important day in their new child's life with a \$100 donation to the Foundation. In return, we print the baby's name and birth date on a brightly coloured footprint and place it on the Newborn Club Wall in the Family Birthing Centre. Donors also receive a certificate to commemorate their special day.

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MONTFORT HOSPITAL FOUNDATION

- The Montfort Hospital Angels Program. This program aims to recognize excellence on the human scale by giving patients, their families and visitors the chance to make a donation in honour of a healthcare professional, employee or volunteer whose compassion or service quality had a positive impact. Both the donor and the Angel receive a thank you card and an angel pin.

As of July 1, 2009, it has been possible to donate to the Foundation online through its website www.fondationmontfort.ca. The Foundation also collects any proceeds from the Hospital's commercial activities, such as the parking lots and TV rentals, and is responsible for administering and collecting profits from the automated bank machines.

A community united in the fight to beat cancer

On April 7, 2009, the Franco-Ouest Catholic high school and the Conseil des écoles catholiques de langue française du Centre-Est school board donated \$30,000 to the Montfort Hospital Foundation as part of the 2009 Kilimanjaro challenge known as "Reaching the Summit for Montfort!"

On May 29, 2009, the Béatrice-Desloges Catholic High School held a dance a thon with proceeds going to the Montfort Hospital Foundation. The event attracted more than 550 students, and at the end of the campaign, the students presented a cheque for \$13,162 to the Foundation.

What's more, in June of last year, a team representing Montfort Hospital participated in the Weekend to End Breast Cancer walk organized by the Ottawa Regional Cancer Foundation. The walk generated \$46,170 for the Montfort Hospital Foundation. Part of the proceeds from the same organization's Answer to Cancer Lottery also went toward the Foundation.

All of these funds are put toward our programs to fight cancer, particularly breast cancer.

Partnerships with Ottawa-based organizations

The Montfort Hospital Foundation benefits from numerous partnerships with local organizations, businesses and corporations. The most notable of these would be the Foundation's BMO Credit Card program, offered in conjunction with BMO Financial Group.

Under this program, BMO donated \$100 to the Montfort Hospital Foundation for every application for a BMO AIR MILES MasterCard or BMO CashBack MasterCard that was approved prior to March 31, 2010.

On November 18, 2009, Giant Tiger stores made a \$200,000

donation in support of Montfort Hospital's new Family Birthing Centre. To show our appreciation for the Giant Tiger stores' tremendous generosity and dedication, the Montfort Hospital Foundation unveiled its newly named **Giant Tiger Family Birthing Centre**.

On January 27, 2010, Sonshine Auto Parts donated an impressive \$10,000 raised through the direct mail program.

The Knights of Columbus also made a noteworthy contribution thanks to their annual Poker Run, which took place on February 13 of this year. This event helped raise \$1,500 for the Foundation.

The Foundation continues to actively encourage the community to host third party events to benefit Montfort.

Many thanks

All of these activities and initiatives enabled the Foundation to hand over a grand total of \$1,139,439 to Montfort Hospital over the course of the fiscal year ending March 31, 2010.

We should all be thrilled about this accomplishment and we would like to express our deepest gratitude. On behalf of the Foundation, the Montfort Hospital and its patients, we would like to thank each and every individual, organization and corporation that showed their support by directly contributing to the enhancement of our hospital.

We would also like to extend our thanks to the Foundation staff, as none of this year's achievements would have been possible without their hard work.

Last but not least, thank you to the members of the Foundation's Board of Trustees, who devote their time, ideas and commitment in support of our cause. Each of them is worthy of our recognition. Their enthusiasm is inspiring.

