



# Savoir Montfort

*A Knowledge Institute*



# Institut du Savoir Montfort Annual Report

2016 - 2017

# Table of Contents

## I - Introduction

|                               |   |
|-------------------------------|---|
| Word of the Governance .....  | 3 |
| Word of the Direction .....   | 3 |
| Our brand .....               | 4 |
| Who we are .....              | 5 |
| Testimonials - Partners ..... | 6 |

## II - Governance

|   |   |
|---|---|
| Members of the Board of Directors ..... | 8 |
| Achievements of Governance .....        | 9 |

## III - Strategy

|                             |    |
|-----------------------------|----|
| 2021 Strategy .....         | 12 |
| The Logo .....              | 13 |
| Strategic Initiatives ..... | 14 |

## IV - Operations

|  |    |
|--|----|
| Testimonials - Clients .....                         | 18 |
| L'Institut du Savoir Montfort (ISM) in numbers ..... | 20 |

## V - Human Capital

|  |    |
|--|----|
| Vacancy and commitment .....                           | 22 |
| Value Proposition for Employees (VPE) at the ISM ..... | 23 |

## VI - Intellectual Capital

|                                  |    |
|----------------------------------|----|
| The ISM - Beyond Numbers .....   | 26 |
| People of Ideas and Action ..... | 28 |

## VII - Financial Capital

|                                 |    |
|---------------------------------|----|
| Planned Results and Funds ..... | 30 |
| Sustainability Plan .....       | 33 |

## VIII - Conclusion

|                      |    |
|----------------------|----|
| One Last Thing ..... | 36 |
|----------------------|----|

## WORD OF THE GOVERNANCE

It must be recognized that the "healthcare world" is in fact made up of "worlds" in the plural. Different, sometimes contrasted, sometimes discordant, when the world needs them to act together and collaborate to improve the care and health of each and every individual.

It is the exceptional role of the Institut du Savoir Montfort: to make these worlds meet, to gather these people, to gather their energies, to make converge their destinies.

By creating this forum where patients, educators, clinicians and researchers come together and collaborate to formulate the best research projects: the most relevant, which will be able to predict how the results will change the practices that will benefit patients and their families. The development of this open environment where all professions learn together to provide the best care while creating a single point of contact where college and university trainees are welcomed and guided together and where supervisors and managers find support for the success of their learners.

Finally, the Institut du Savoir Montfort has a research program in which professors and researchers from different universities work together without any problems to recreate human unity: body and spirit, in a francophone institution open to all and engaged to develop solutions for the benefit of all patients, families and communities from here and elsewhere.

For a healthy world.

**Lucie Villeneuve**

Vice-Chair of the Board of Directors of the Institut du Savoir Montfort



## WORD OF THE DIRECTION

Giving life to knowledge.

The management and governance of the Institut du Savoir Montfort are happy and proud to present their first annual report covering the first fifteen months of operation of the ISM.

To guide its development and ensure its future, our young organization formulated the 2021 Strategy by embracing the goals Montfort had set itself as Ontario's francophone academic hospital.

Through this bold positioning, we want to be at the heart of a vast network of production, integration and transfer of knowledge for the health of all francophone communities in Canada and ultimately to all Canadians. We are already committed in developing innovative models in research, education and knowledge sharing to support the transformation of Montfort and the improvement of health services for all.

This report reflects both our new initiatives, the promises they make and the challenges faced by all new organizations. But we reiterate our belief that by combining, as nowhere else in the hospitals, research and education, we can be a true vehicle for change that will quicken and accelerate the production of new knowledge and its rapid use in healthcare. With expert, diverse and bold teams of people of ideas and actions able to meet the ever-changing needs of our world, we hope to bring knowledge to life!

**André Bilodeau**,  
Chief Executive Officer



# OUR BRAND

At the heart of our visual identity, Montfort's logo in negative: demonstrating that Montfort and the ISM complement each other perfectly, and the academic hospital is at the heart of the ISM's mission.

Colors :

The blue and the turquoise of Montfort for the community,  
The orange for knowledge and development,  
The green lime, for vivacity and dynamism.

The whole evokes a wind-mill , representing the movement of the creation and the sharing of knowledge: constant call to the transformation of care by people of ideas and actions for the good of the patients, their families and communities.

It is also the image of movements that converge, a place that brings together, a common house where we discover and learn to progress.



# Savoir Montfort

*A Knowledge Institute*

## *Donner vie au savoir*

“Donner vie” it’s...

- ... to bring new knowledge to the world through research;
- ... to take the knowledge and to transform it, making it applicable;
- ... to reinvigorate and revitalize health research and education.

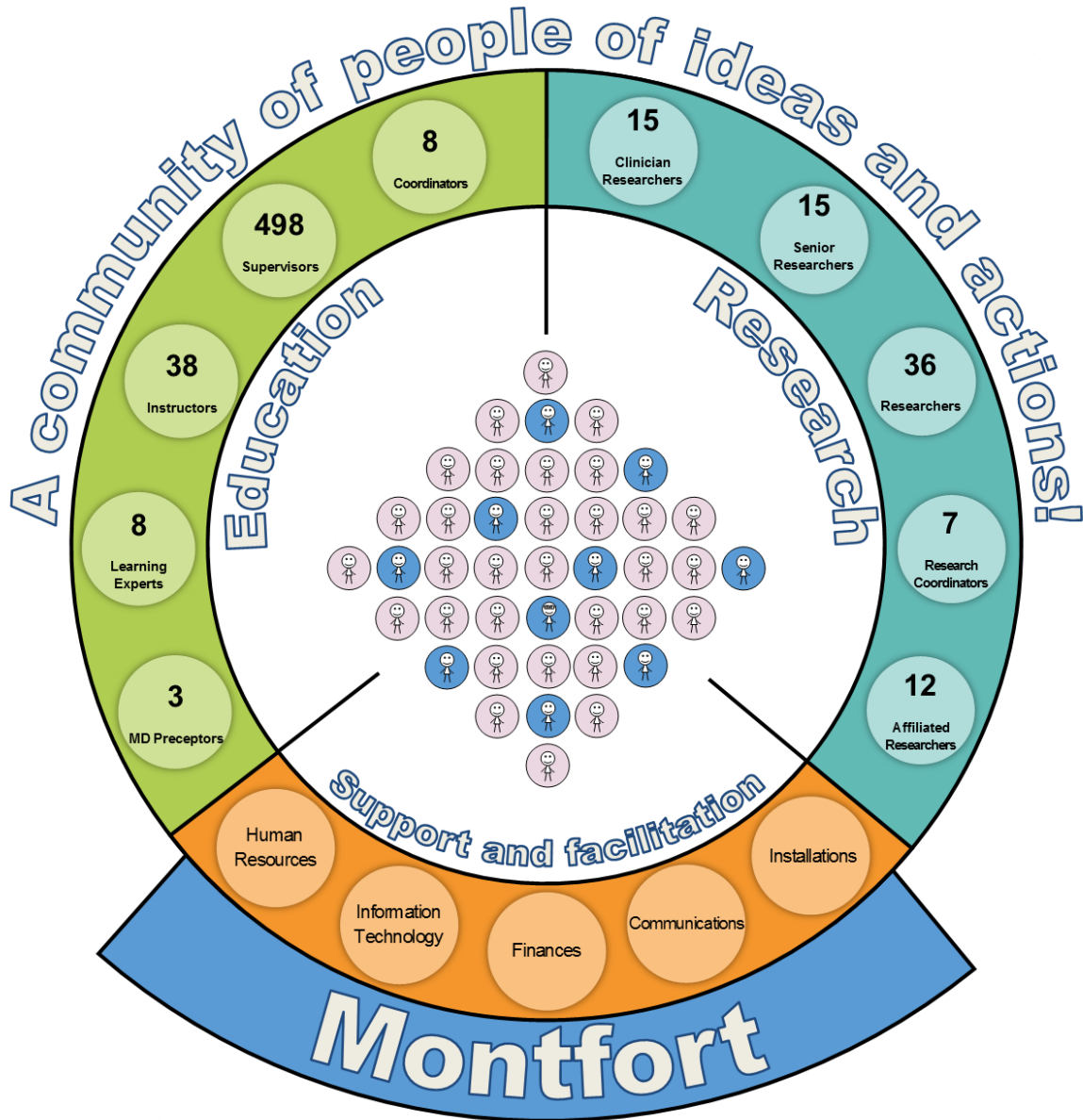
Preferred image to identify the ISM:  
The vivacity of a racing boat,  
the tumultuous waters of healthcare knowledge and practices,  
the imperative need of teamwork to succeed,  
the promise of an exhilarating and memorable journey!





# WHO WE ARE

L'Institut du Savoir Montfort, is a common home, an agora where research and education connect, clinicians, researchers and trainers, different professions and disciplines, concepts and practices, body and spirit.



L'Institut du Savoir Montfort, is an organization dedicated solely to the cycle of knowledge and its acceleration. It is devoted to the world of health for the benefit of Montfort and the Francophone communities of Canada.

# TESTIMONIALS - PARTNERS

"By creating the Institut du Savoir Montfort, we have imagined a partner that will allow us to excel in our university mission. With the ISM, Montfort has the tools to excel in teaching, research and continuing education. The ISM enables us to develop a "one-stop shop" for all services in terms of knowledge management, whether to generate them, transfer them to staff, or train future generations. "

**Dr. Bernard Leduc** - Chief Executive Officer, Montfort



"The "Guichet Unique" provides unparalleled support in Ontario and La Cité recognizes its importance in supporting the continuum of post-secondary learning in French. This is a reassuring approach since, from the first days, our students are taken care of and accompanied by both their supervisors and the internship coordinators of the Institut du Savoir Montfort. In short, the ISM offers a five-star service to our students. "

**Mrs Lynn Casimiro** - Vice-President, Academic Achievement and Education, La Cité

"Four years ago, I joined the Institut du Savoir Montfort as chairman of the scientific committee. I have the opportunity to work with professionals from all over the world who provide an objective view of research needs. It is very impressive to see our research results applied this quickly to teaching. It is this speed of application of new knowledge that makes the Institute of Knowledge Montfort so unique. "

**Dr. Bill Hogg** - Chairman of the Scientific Committee of the l'institut de recherche de Montfort





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- II -

**GOVERNANCE**



# MEMBERS OF THE BOARD OF DIRECTORS

The Board of Directors of the Institut du Savoir Montfort is composed of nine partners who combine their knowledge and experience in order to offer the organization an objective vision of the needs in the healthcare world. It is by working together with the ISM's employees that they shape the future of health, adapting the training offered and pushing research to new horizons.

**Lucie Villeneuve** is the Acting Chairperson of the Board of Directors of the Institut du Savoir Montfort. She has been on the board since its inception in January 2016. Now retired, Ms. Villeneuve brings 35 years of experience that she has accumulated here in Montfort. She is a graduate of the University of Ottawa where she obtained a Masters in Health Services Management.



Acting President



Secretary Treasurer

**Michel Tremblay** is the Managing Director of the Société Santé en français. With more than 35 years of experience in the health and management world, he ensures access to French healthcare for Francophone communities across Canada. He consistently demonstrates his understanding of the issues faced by Francophone communities in Canada who live in minority situations through his constant involvement in the community.

**Mona Fortier** is the representative of the Liberal Party of Canada in the riding of Ottawa-Vanier. Ms. Fortier had the opportunity to work with the Honorable Mauril Bélanger in eight different campaigns; Proof of her unequivocal investment for the communities in the region and for francophones.



Past President



Administrator

**Céline Monette** is the Executive Director of the Médecins francophones du Canada. She sits at the Board of Directors of the ISM with more than 25 years of experience in strategy, organizational capacity development and value creation.

**Pierre-Paul Noreau** is president and publisher of the "Journal Le Droit" of Ottawa since July 2015. He has a 40-year career in information and brings to the Institut du Savoir Montfort an expertise in communications, Public relations, ethics and crisis management.



Administrator



Administrator

**Jean-Jacques Blais** works for MBM, an intellectual property firm. He brings to the Institut du Savoir Montfort a legal expertise, in relation with the government, in public administration and in governance. Mr. Blais is passionate about healthcare technological developments and is an invaluable leader in world health innovation.

**Jean-Philippe Caron** is Chief Inspector and General Manager of Security at Canada Post Corporation. He shares with the ISM a wealth of knowledge that stems from his years of service with the Canadian Armed Forces and his involvement with a consulting engineering firm in the National Capital Region. With twelve years of experience in higher education, he now sits on the board of the Institut du Savoir Montfort.



Administrator



Administrator

**Robert Major** was Vice-Rector at the University of Ottawa, following a 41-year career in the Department of French. He brings to the Institut du Savoir Montfort a profound knowledge of the language of Molière; French. He understands the importance of this language and works with the Board of Directors to ensure that the ISM is a sign of pride for the Francophone community.

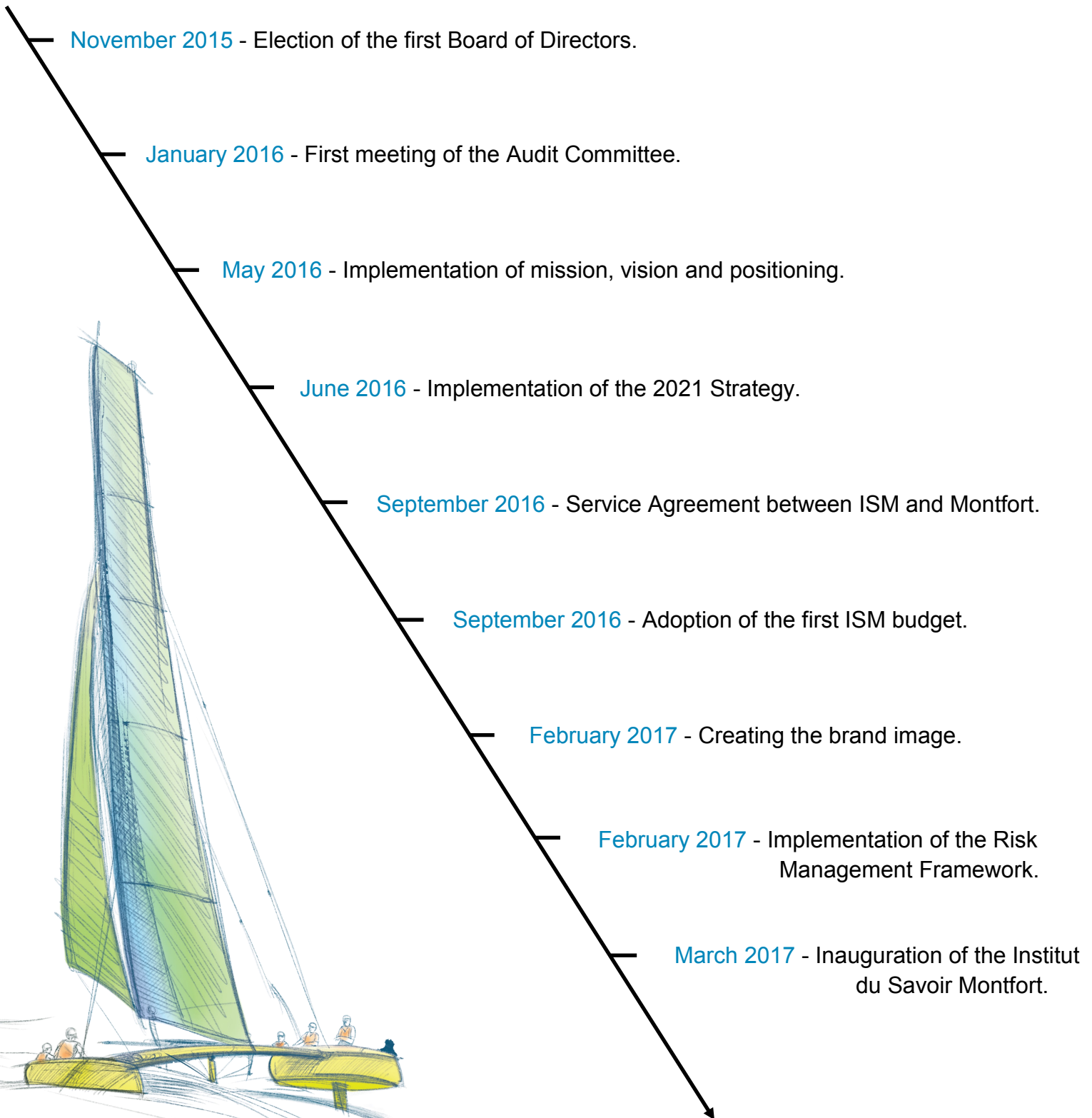
**Marc Arnal** is the dean of the University of Alberta. It was during his great career that he wore several hats. Whether we talk about his many roles in education and politics, it will be easy to demonstrate that he is a pillar of the Francophone community in Alberta and an example for Francophone communities across Canada. It is his experience that is invaluable to the ISM.



Administrator



# ACHIEVEMENTS OF GOVERNANCE



All this would be impossible without the support of our collaborators!



EST 1981

Thank you to all of you!





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**- III -**

**STRATEGY**



# 2021 STRATEGY

## Mission

*L'Institut du Savoir Montfort, a privileged environment to discover, learn and progress for the benefit of a healthy Canadian Francophonie and ultimately all Canadians.*



## Vision

We are proud to illustrate ourselves as a pillar in the mobilization and valorisation of knowledge for the benefit of the health of francophone Canadian communities. Together, we develop tailored and proven approaches that improve the performance of people, practices and systems.

### Strategic Focus 1

#### Framework for action

The ISM acts as a catalyst for health service in French.

#### 1.1

The ISM is the heart of an extensive network of production, integration and transfer of knowledge that promotes the provision of healthcare services in French minority situations.

### Values

Dignity

Solidarity

Responsibility

Progress

### Strategic Focus 2

#### Development of supporting models

The ISM succeeds in implementing a proven model of new knowledge engineering.

#### 2.1

Our teams use a collaborative research approach including the patient partner and supporting the development of knowledge based on the shared management of multimorbidities, especially body and mind comorbidity.

#### 2.2

Clinicians benefit from improved practices supported by an efficient knowledge brokering function leveraging existing knowledge and resources for their implementation.

#### 2.3

Some representative groups have successfully tested a process leading to an individualized training program based on their performance of knowledge-based critical competencies.

### Strategic Focus 3

#### Major releases

The ISM acts as an effective and sustained lever of the Montfort strategy as a academic hospital.

#### 3.1

The educational experiences offered are diversified and characterized in terms of the competences aimed at their specific efficiency. They are able to support the modular nature of the programs.

#### 3.2

The Montfort Clinical Experience Center relies on ISM's contribution to the production of new knowledge, evidence-based research and education for its staff.

#### 3.3

The "Guichet Unique" model optimizes the number of enriching French, health and educational experiences for professionals and students across Ontario.

# THE LOGO



If we strictly followed the logic ...



But the ISM, by its nature and its role on the international scene, must stand out and rely on the particle "savoir" rather than on the name "Montfort".



The weight distribution is no longer optimal and the reading is affected. Solution: put "Institut du" in bold.



Shortened name suggestion.



To stand out more, the turquoise is replaced by an orange, color of light, ideas and energy. But this approach remains timid and extremely glued to the brand image of Montfort. What is sought must be more dynamic while maintaining a certain family tone.

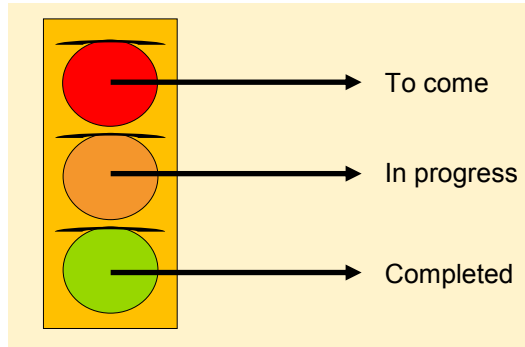


Solution: Place the "M" in negative in a shape.



Existing curves are then amplified to evoke movement and dynamism; A logo that will follow us for several years to come!

# STRATEGIC INITIATIVES



## I.1 - Approach by competency

Select and define the conceptual framework on the competency approach

### Description of the initiative

Define a conceptual framework that will facilitate the transformation of a traditional system of education and training of health professionals towards a competency-based approach.

In connection with Strategy 3.1

### Strategy follow-up

This project has been divided into three main parts::

- 1 Orientation
- 2 Operation
- 3 Evaluation

## I.2 - Knowledge brokering

Select and define the theoretical framework for knowledge brokering

### Description of the initiative

This project addresses the need to integrate, assimilate and apply abstract or complex evidence by Montfort Clinical Teams in a timely manner. Clinicians will benefit from the brokering of efficient knowledge mobilizing existing knowledge and resources to enable them to improve their practices.

In connection with Strategy 2.2

### Strategy follow-up

This project has been divided into three main parts::

- 1 Literature review
- 2 Model chemistry
- 3 Planning for implementation

## I.3 - Guichet unique

Document and optimize the “Guichet unique”

### Description of the initiative

Develop a user guide for the “Guichet Unique”, including all the different functions of the services offered and, in order for this model to be replicated in other settings.

In connection with Strategy 3.3

### Strategy follow-up

This project has been divided into three main parts::

- 1 Definition of procedures
- 2 Definition of roles
- 3 Policy implementation

# STRATEGIC INITIATIVES

## I.4 - Targeted presence

Intensifying a targeted ISM presence in Montfort

### Description of the initiative

Action to intensify ISM's targeted presence in Montfort to better meet service needs.

General Initiative of the ISM

### Strategy follow-up

This project has been divided into three main parts::

- 1 Definition of terms
- 2 Implantation
- 3 Review

## I.5 - Intelligent Watch

Defining the modalities of intelligent monitoring in the service of the ISM and Montfort communities

### Description of the initiative

To define the modalities of an intelligent monitoring of the targeted data, which will answer the information needs of the ISM and Montfort communities.

In connection with Strategy 3.3

### Strategy follow-up

This project has been divided into three main parts::

- 1 Review of literature
- 2 Establishment of terms and condition
- 3 Choice of the dissemination tool

## I.6 - Communication Strategy

Implement communication strategy

### Description of the initiative

Implement the communication strategy to support the positioning of the ISM.

In connection with the Communication Strategy

### Strategy follow-up

This project has been divided into six main parts::

- 1 Creating the brand image
- 2 Repositioning of employee meetings
- 3 Strategy - Website
- 4 Strategy - Social Medias
- 5 Recognition of employees
- 6 Advertisement in Montfort

All this would be impossible without the support of our collaborators!



Thank you to all of you!





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**- IV -**

**OPERATIONS**



# TESTIMONIALS - CLIENTS

Just a note to tell you that a volunteer who participated in your last ASIST course told me that he recently had the opportunity to use the techniques learned during his volunteer work in Montfort. He said he could never have helped this patient if he had not attended the course. He was very grateful. He wanted you to know. Thank you for thinking about the volunteers.

**Marielle Beauchesne**

Management - Volunteer Service

I am currently conducting post-doctoral research on the concept of active offer of services in French with the support of the Institut du Savoir Montfort and the National Consortium of Health Training - University of Ottawa. Working in the field of social sciences, my experience at the ISM allows me to familiarize myself with new disciplines and new approaches to research. I also take advantage of the support received to accumulate new experiences in the academic field. In particular, I participate in the organization of symposiums, co-edit a special issue in an academic journal and act as an editor in another magazine. Over the last few months I have been able to present my research at various colloquiums across the country and in Germany at an international colloquium on linguistic minorities. I have submitted two articles that are currently being evaluated and I am working on a book with a colleague. I am also frequently asked by the media to comment on official languages issues. In short, the support received from the ISM contributes greatly to this new stage of my academic training.

**Martin Normand**

Research Coordinator at the knowledge institute

# TESTIMONIALS - CLIENTS

Having studied communications at La Cité, my last semester required a seven-week internship in order to put into practice what I had learned in class, while benefiting from the reality of the labour market. So I went to the Institut du Savoir Montfort and its team who offered me an internship tailor-made for me. On my first day, I was warmly welcomed by the whole team. I was told about the people and their jobs, the mission of the ISM and the importance of its role in this constantly changing world of healthcare. I was very quickly integrated into the team and its projects, which gave me the chance to participate in projects such as the inauguration, the Journées Montfort and the Gala du Mérite Montfort. I am lucky to have been able to work with such a nice and dynamic team throughout my internship. It is very recently that I was engaged as communication agent by the ISM, which gives me the right to work with the best team of education and research in the healthcare world.

**Patrick Jolin-Rodrigue**

Intern in communication - Communication Officer

In addition to financial support from the ISM, I have benefited from various resources and services throughout my postdoctoral fellowship. Particularly, I took advantage of the workspace and the computer provided by ISM on a daily basis. I also had access to the Montfort IT services and the REDCAP interface for my data collection. In my role as co-researcher on various research projects, I greatly appreciated the continued support of the research coordinators: proofreading grant applications, supporting financial follow-ups and requests for reimbursements, etc. In addition, the scientific activities of the ISM-Research have allowed me to enrich my knowledge and network with the various members, colleagues and partners of the Institute. Finally, thanks to the warm presence of the staff, their encouragement and their real interest in the success of students and researchers, I have had a professional and personal experience at the Institut du Savoir Montfort.

**Eva Guérin**

Biostatistician

# ISM IN NUMBERS

Top  
**40**

Most important  
research hospitals in  
2016

**6.7**

Millions of  
dollars in  
research

**236**  
Scientific  
sessions

**5**  
Scientific  
conferences

**23**  
Grants  
awarded

**4**  
Lunch & Learn

**328**

Research  
publications



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**10**

Physicians in  
teaching and  
research

**52**  
Research  
projects

**11**  
Clinical tests

**48 375**  
Hours in  
orientation

**156 660**  
Hours in  
formation

**2027**

Interns

**95**

Agreements

**278**

Students in  
medicine and  
residents

**26 405**

Vocational education days

**24 117**

Medical education days

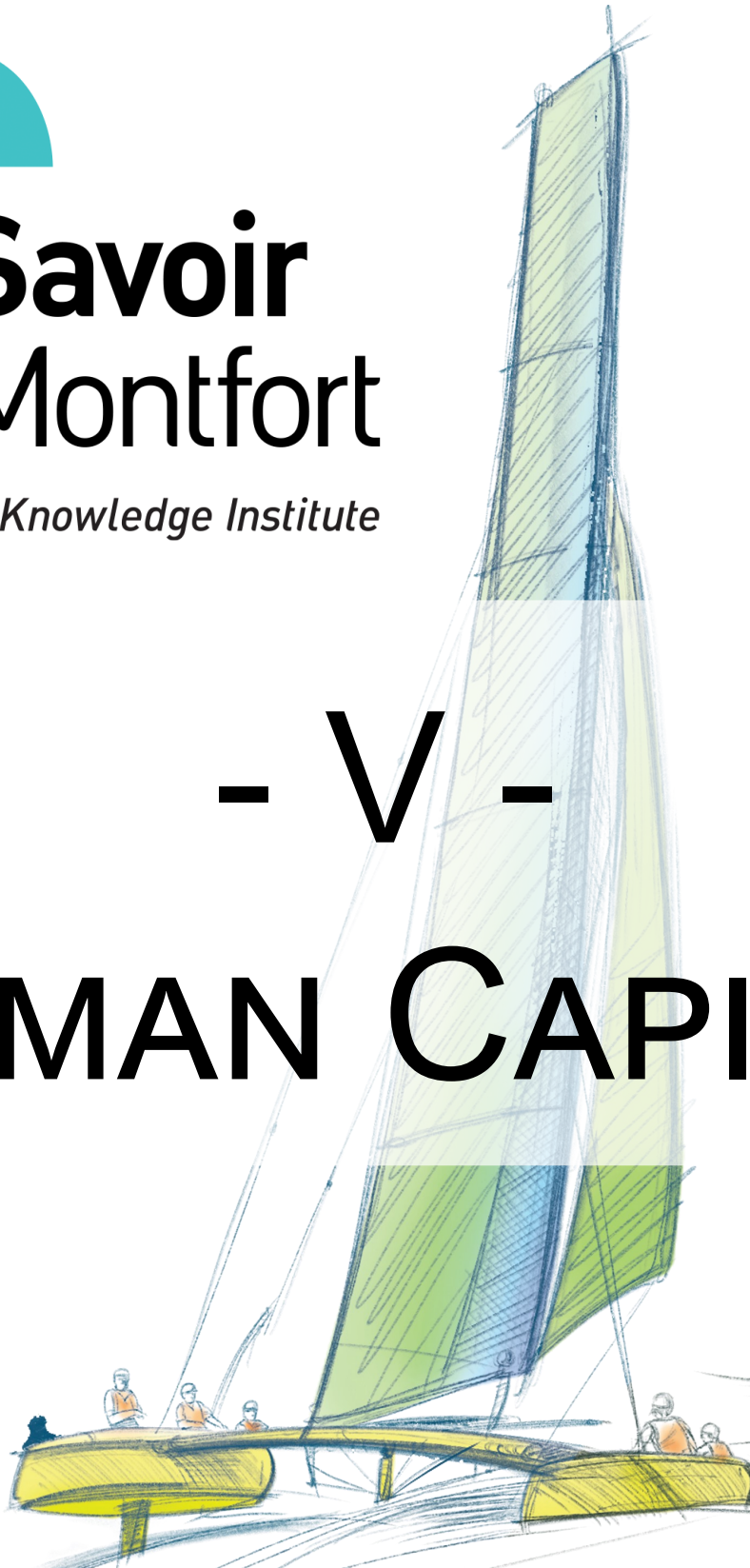


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- V -

**HUMAN CAPITAL**

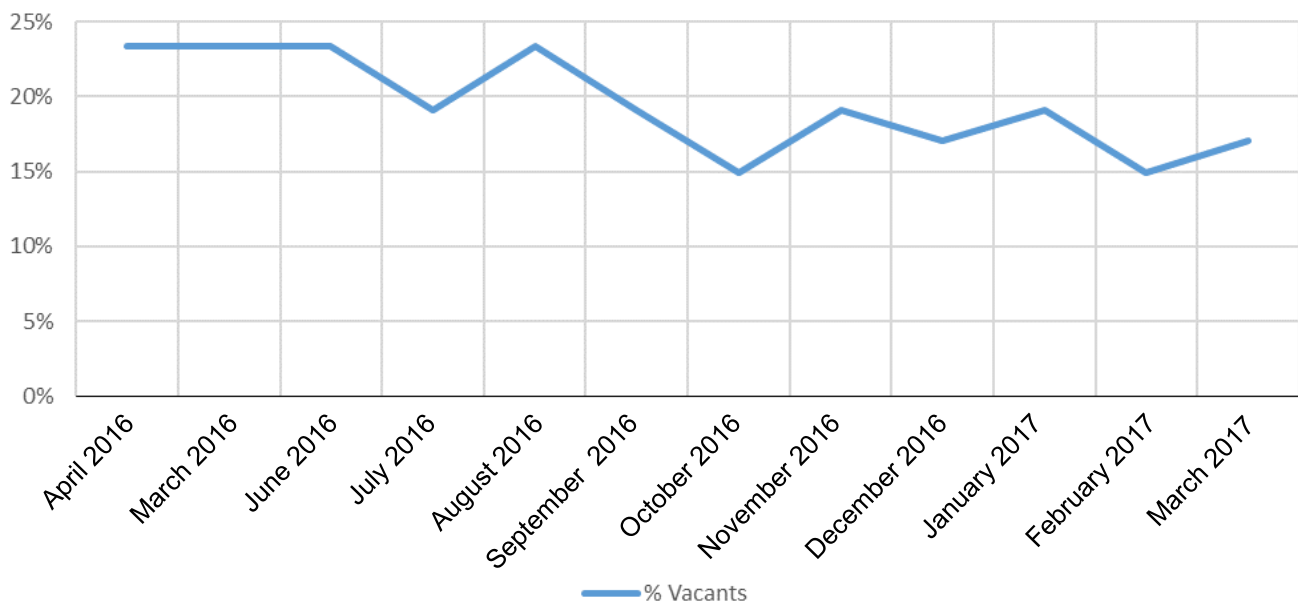


# VACANCY AND COMMITMENT

To achieve its mission and ultimately its vision, the ISM relies mainly on its employees and executives. Their expertise, commitment and professionalism count more than any technology or financial resources to its success. The choice, recognition, promotion and development of these individuals is therefore one of the crucial functions of management.

The human resources plan was put in place at the beginning of 2016-17, had to be reviewed during the year. In addition, we encountered some difficulty recruiting new talent at the rate originally planned. As a result, the holiday rate remained high throughout the year, rising from 24% to 17%. Over the whole year, the ISM still faced a deficit of about ten people. Fortunately, thanks to the unparalleled commitment of all, ISM has been able to meet all its obligations and has been able to realize all the important deliverables. We would like to thank each and every one of their diligent and exemplary work.

Monthly vacancy rates at the ISM | 2016 - 2017



This success has, however, had the effect of creating a greater workload for existing employees. The year 2017-18 will see a renewed effort by management to attract the best people to fill the vacancies and thus ensure the quality of services and the success of the company.



# VPE AT THE ISM

In order to encourage the attraction of the best candidates, motivate existing employees and improve the recognition program, ISM committed itself in the fall of 2016 to the development of a Value Proposition for Employees (VPE). It represents all the concrete and symbolic benefits that an organization offers its employees in return for their expertise, skills and commitment. It expresses the essence of the institution and what it represents for those who work in it.

1

As a first step in this process, a survey was conducted among current ISM employees to fully understand the benefits that they consider to be in the current situation. Among the most appreciated factors are:

- Total remuneration, including social benefits;
- The clarity of expectations on the part of managers;
- The working atmosphere of respect and mutual support;
- Autonomy and skills development;
- Flexible work schedules;
- Open and active leadership.

The next step is to establish the typical profile of employees to be recruited in the future and to identify the benefits that they might value. Thus, the ISM will be able to count on a clear and strong employee value proposition for its future.

2

All this would be impossible without the support of our collaborators!



UNIVERSITÉ  
SAINT-PAUL  
UNIVERSITY



Conseil scolaire catholique  
Franco-Nord

Bruyère 

  
St. Lawrence  
College



THOMPSON RIVERS  
UNIVERSITY



UNIVERSITÉ  
LAVAL

UQO

UNIVERSITÉ  
DU QUÉBEC  
EN OUTAOUAIS

UQTR



Université du Québec  
à Trois-Rivières

HERZING  
COLLEGE

HealthCareCAN  
*Leading. Innovation. Together.*



Soins SantéCAN  
*Leadership. Innovation. Collaboration.*

COLLÈGE BORÉAL  
éducation • innovation • recherche

Ryerson  
University

Daphne Cockwell  
School of Nursing  
Faculty of Community Services

 École nationale  
d'administration publique



UNIVERSITY OF WATERLOO  
FACULTY OF SCIENCE  
School of Pharmacy

Thank you to all of you!

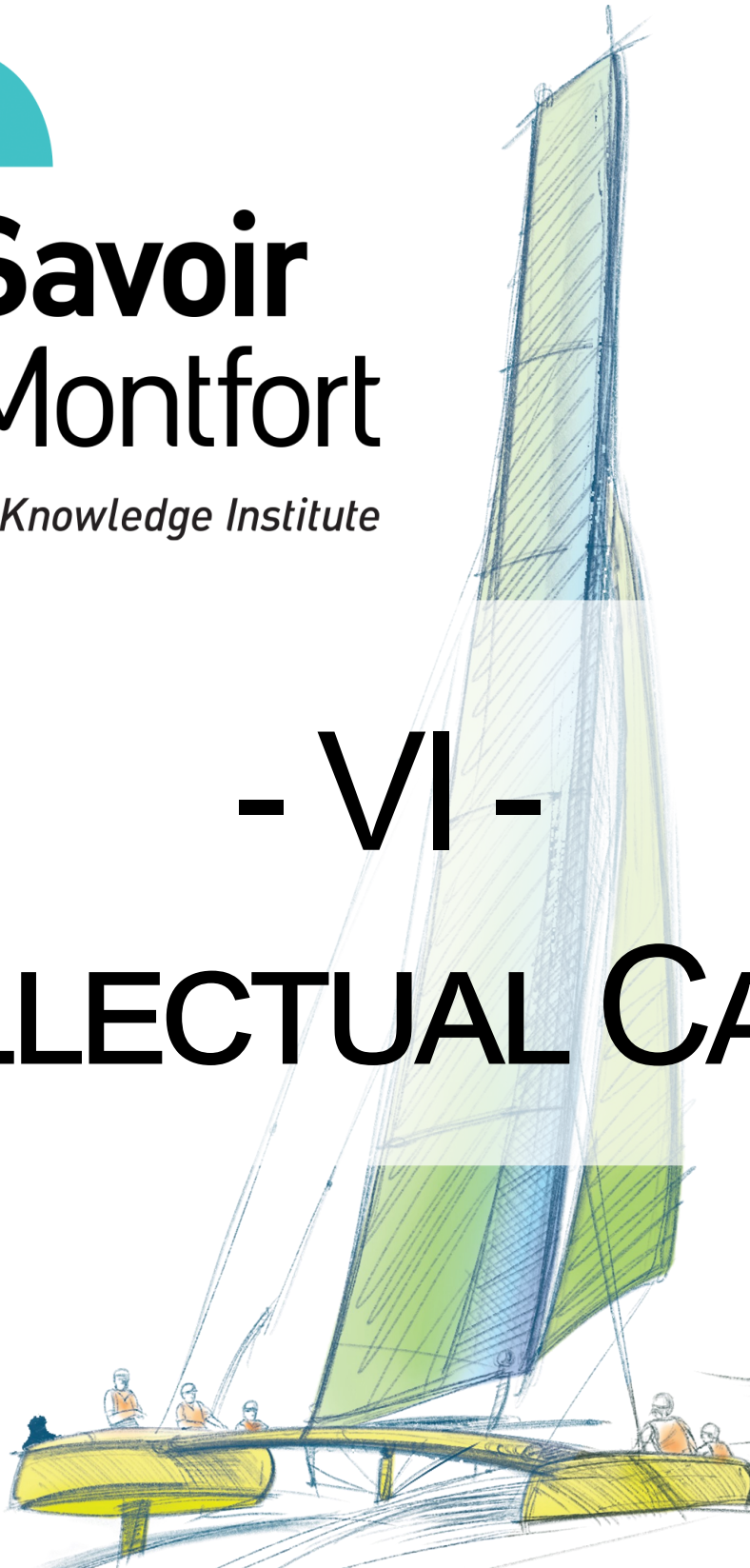


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**- VI -**

**INTELLECTUAL CAPITAL**



# THE ISM - BEYOND NUMBERS

911 at the office

Of course, an annual review is largely based on data and figures. But the contribution of the Institut du Savoir Montfort to the hospital and its community exceeds the number of hours and training, the amount of the research grants or the amount of students that came for an internship. It contributes to its reputation by spreading the new knowledge produced, by extending its network of influence as much by collaborations in research and education as by promoting the identification of a new generation of healthcare professionals in both institutions. Moreover, one can not make a true assessment of its capital without taking into account the expertise that its members hold and the knowledge that it develops and disseminates. The ISM, Montfort and the community are enriched by its knowledge, relationships and partnerships. Gathering People and Ideas for a Healthy World!

“Guichet unique”

Multi-morbidities

Suicide prevention

# Donner vie au **savoir**

The ISM Simulation Program is already appreciated by many, but little is known about what distinguishes it from other programs of its kind in the region and the province. While the majority of the activities in the other centers prepare future specialists for the practice of techniques, the ISM program is committed to improving primary healthcare, which is often forgotten but represents the overwhelming majority of care for Ontarians. For example, the ISM team of instructors developed a simulation course specifically for family physicians in the community. Entitled "911 at the office", it prepares these doctors and their teams to take better care of the emergencies that can present themselves at their clinic. Recognizing and treating an arrhythmia that can lead to death, prompt and effective intervention in the event of an epileptic seizure or a severe respiratory disorder is how the ISM manages to develop increasingly close ties with those who bring quality at the heart of communities.

Over the past six years, the professionals who coordinate the internships have developed an expertise such that, working with the managers and employees of the hospital, they have increased the number of training days in Montfort by more than 125% , Enabling more future healthcare professionals to prepare themselves to better serve the Franco-Ontarian community. Now, this expertise is recognized outside our walls and other hospitals, colleges and universities want to take advantage of this "One Stop" approach. The Summit on the Future of French Language Health Human Resources in Ontario identified this approach as one of the ten that could improve Francophones' access to care in their own language by allowing more students to benefit from " An internship experience, not only in Montfort, but also in the different regions of the province. And the Government of Ontario and partners from around the world are committed to working together at this new stage.

Transforming the care and follow-up of people with several chronic health problems is the common goal of the ISM and Montfort in connection with the establishment of the Center of Excellence for Clinical Multimorbidity. But this ambitious project requires diversified and complementary expertise that often goes beyond the walls of our organizations. Under the leadership of Alain Mouttham, PhD, our research team brings together researchers in medicine, health informatics and health services management; They have already consolidated collaborations with national and international experts from different sources: the University of Sherbrooke, Canada, the University of Haifa, Israel, and the Universities of Stanford and Johns Hopkins, USA. Enriched by each other, these teams create a new way of providing more appropriate and better adapted care by mobilizing leading-edge technologies, supporting the decisions of health professionals and promoting the management of health problems by patients and their families. Our innovations target this vast majority of citizens.

Trust is a thing that is slowly built and that, in its time, gives the expected fruits. LivingWork®, an internationally recognized organization for its mental health training, has been working with the ISM for several years. ISM and Montfort teachers participate in the suicide prevention workshop. This year, LivingWork® and ISM partnered and applied for joint funding to transform Applied Suicide Intervention Skills Training (ASIST) training from its current classroom form to a new approach using innovative educational technologies: training on-line associated with remote simulation and virtual forums to make this approach more accessible to remote communities. Thus, Francophone practitioners in suicide prevention will be able to receive this training recognized in their environment. And communities can count on people who are well prepared to fight the scourge of suicide. And who knows, this approach developed for Francophones in Ontario will eventually benefit other communities, whether Aboriginal or remote, to improve access to mental health services for all Ontarians.

# PEOPLE OF IDEAS AND ACTION

**Carole Presley** Has been working at Montfort for nearly fifteen years and has been part of the ISM team as Events Coordinator since its inception.

Carole is a devoted person in everything she undertakes and her meticulous attention to detail is dazzling. Her work is appreciated by the entire Montfort family and her name is known to several members of our community. To work with Carole, is to ensure the good performance and the success of all the events. It is important to note that Carole embodies the true values of a team member here at the ISM. It is with her positivity, her knowledge and her bowl of treats that she welcomes us every morning with a smile on her lips..

**Merci Carole!**

We are fortunate to have **Sophie Ziai** as our Research Coordinator. The excellence of her work and her dedication to accompany the researchers in the realization of their research are very evident through the effective coaching offered by them. Always ready to help and find solutions, she has a real facility to liaise with stakeholders to advance projects. Her expertise, her patience and her ability to transmit her knowledge are assets to highlight. A first experiment in research accompanied by Sophie can only give the taste to a researcher to continue in this way!

**Merci Sophie!**

**Mia Martin** is a member of the continuous professional development team since October 2011, first as a general trainer and since December 2015 as an apprenticeship specialist. In addition to her main pedagogical development functions, she also accompanies learners during pedagogical consultation, as well as support to the IDEAL group. Mia is the face of our general orientations and the person who welcomes the new employees and guides them during their first days in the Montfort family. Her rigor, consistency and adaptability of the last years make her a reliable person and we are proud to count her in our team!

**Merci Mia!**

*Donner vie au **savoir***



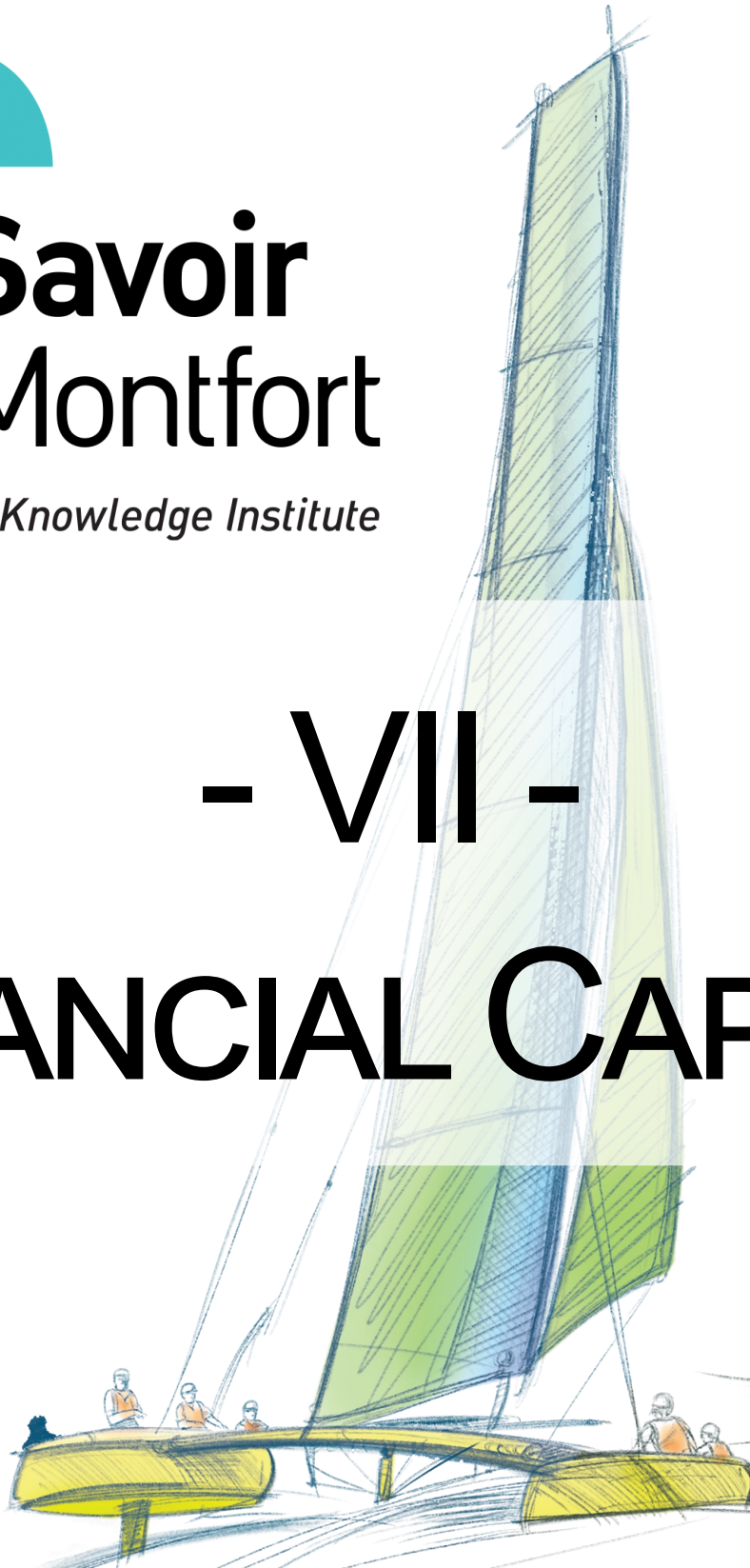


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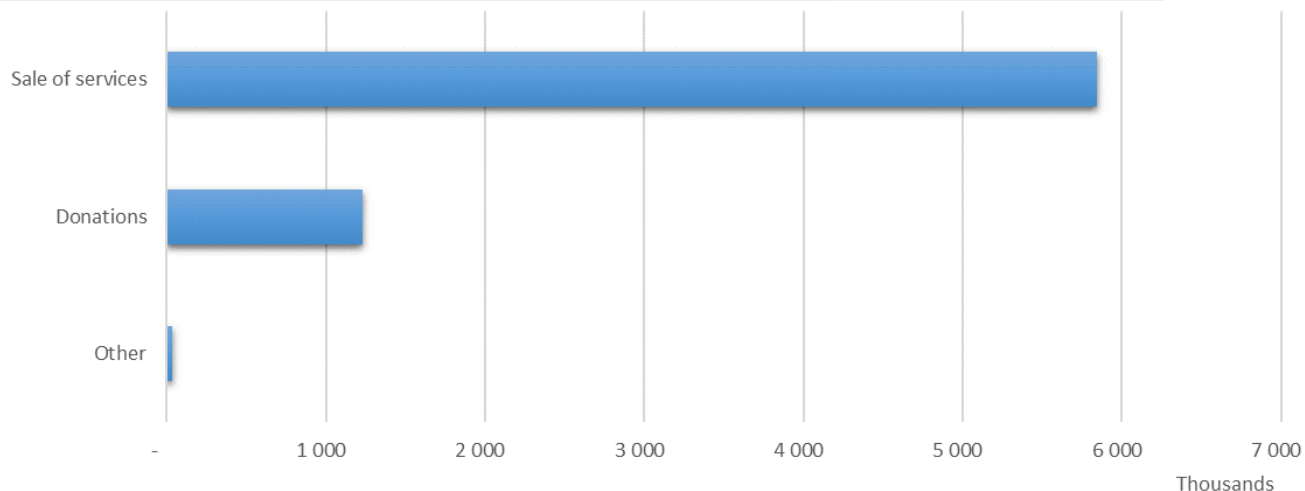
**- VII -**

**FINANCIAL CAPITAL**

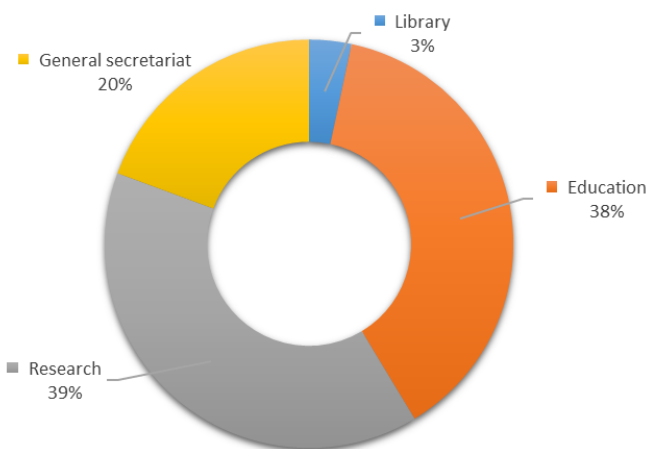


# PLANNED RESULTS AND FUNDS

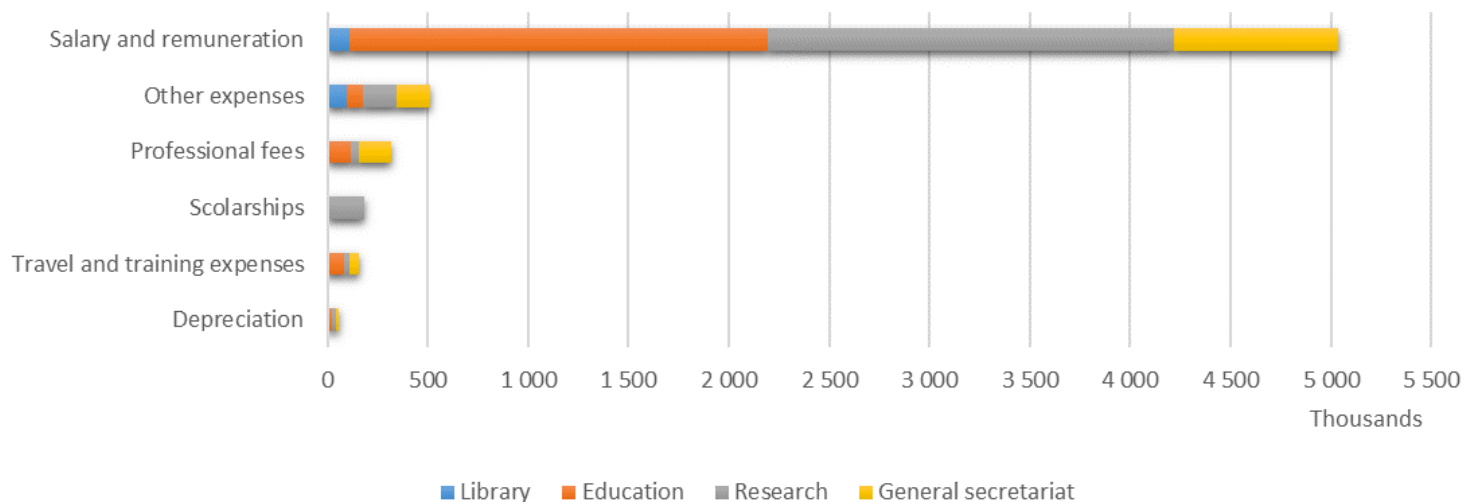
## Distribution of cash inflows - 7,1M\$



## Distribution of costs by sector - 6,3M\$

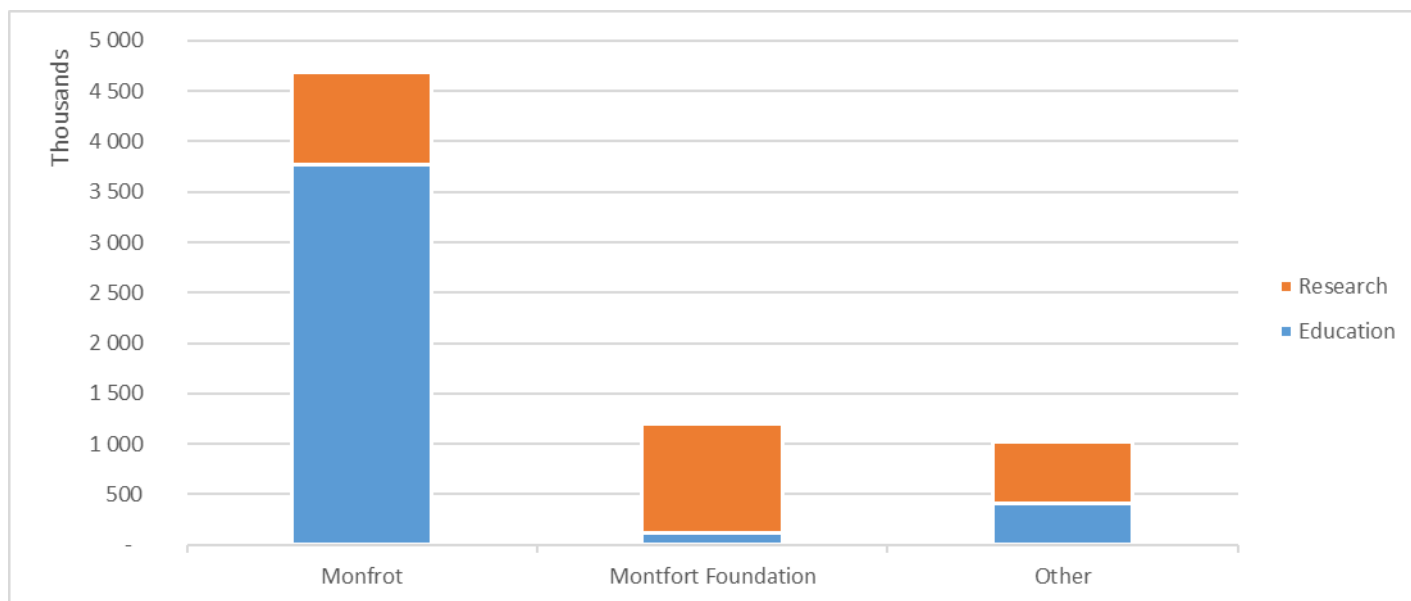


## Distribution of expenses by type and sector - 6,3M\$



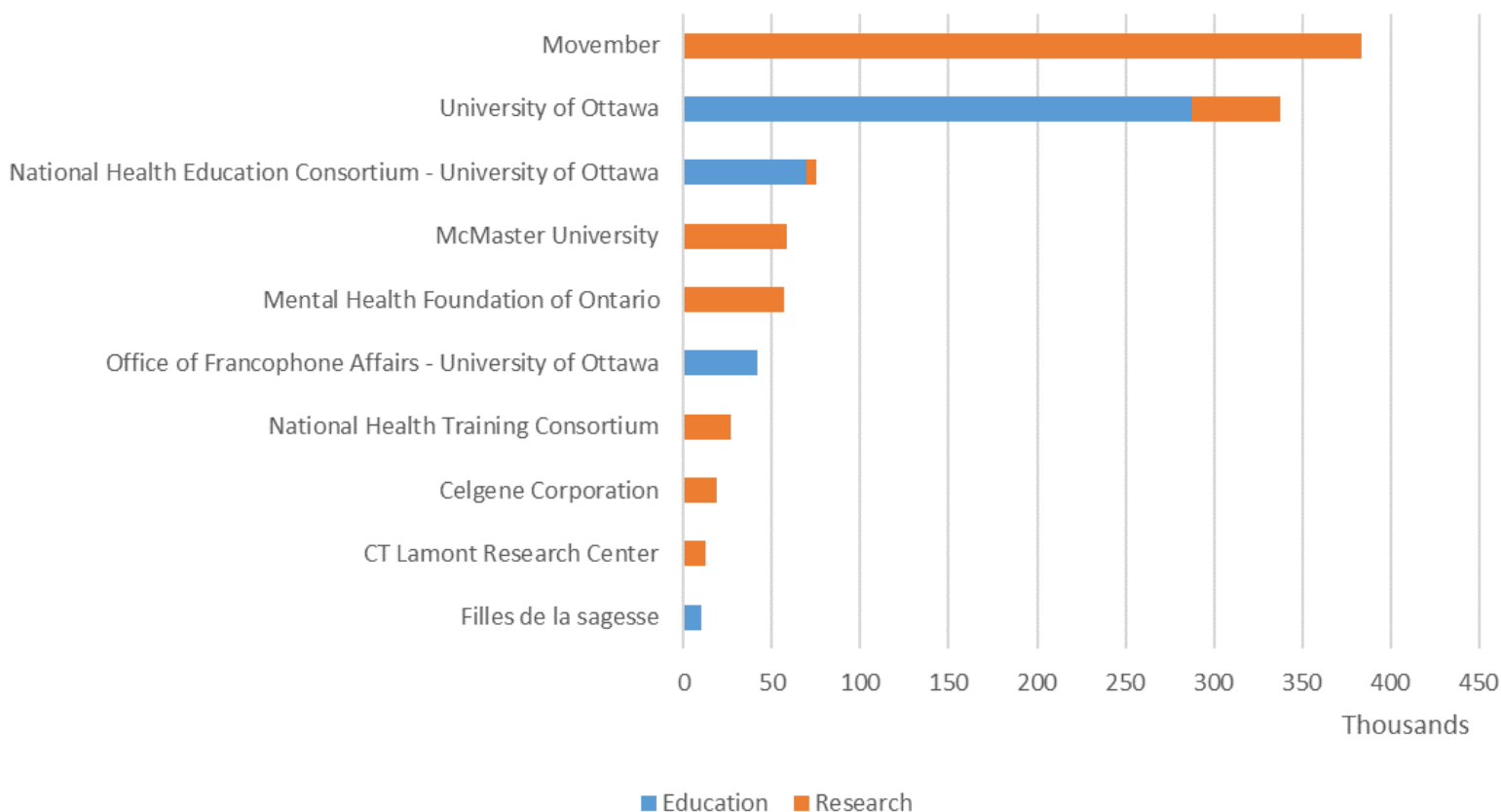
# PLANNED RESULTS AND FUNDS

## Income distribution at the ISM



## Summary of largest sources of income

This table represents the ten largest sources of income for the Institut du Savoir Montfort, not to mention Montfort and the Montfort Foundation, presented above.



# PLANNED RESULTS AND FUNDS

The Montfort Institute of Knowledge completed its first full year of operation with a surplus of \$ 843,328. The surplus realized is circumstantial and explained by a high vacancy rate during the year. New staffing strategies are being considered for fiscal year 17-18 to significantly reduce the vacancy rate. Achieving our strategic outcomes depends on our human resources, so we would like to thank our members for their incredible efforts this year in high demand.

The ISM will use the surpluses to solidify its financial health, to build an investment plan in tangible and intangible fixed assets, and also to invest in promising projects for its strategic positioning.

## Fund allocated to capital assets

This reserve fund will restrict the cash needed to replace tangible or intangible assets and support new needs.

## Contingency fund

This reserve fund is a vehicle to plan, develop and solidify the financial independence of the Institut du Savoir Montfort.

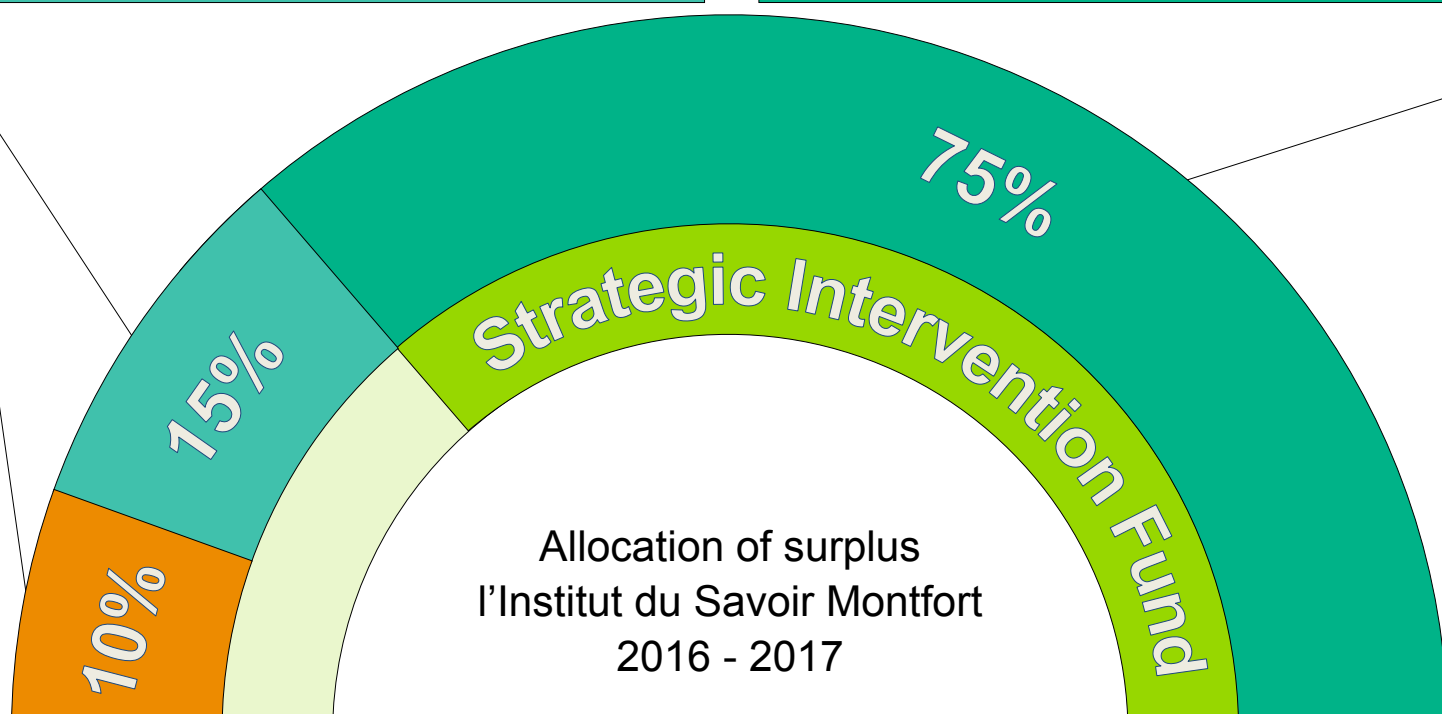
## The strategic intervention fund

### General fund (45%)

This reserve fund guarantees the allocation of sums aimed at achieving the strategic objectives of the ISM through the support of avant-garde initiatives leading to the appreciation of our competitive advantages.

### Fund allocated to Budget Plan 17-18 (55%)

This fund is set up to ensure the achievement of the objectives of the fiscal year 2017-2018 to the ISM.



# SUSTAINABILITY PLAN

The current economic situation of the Institut du Savoir Montfort makes it possible to respond well to the needs of our main client: Montfort. However, the Institute's ambition is to offer more to its clients by investing more in research to discover and advance knowledge in education and then distribute this knowledge through our training selection, which is constantly growing. That way, we will move towards our mission: A healthy world.

To achieve its objectives while continuing to meet its obligations and responsibilities, the Institute will undertake in 2017 - 2018 the development and implementation of its sustainability plan, which will become a guide towards future development.

## **The plan is divided into three main axes:**

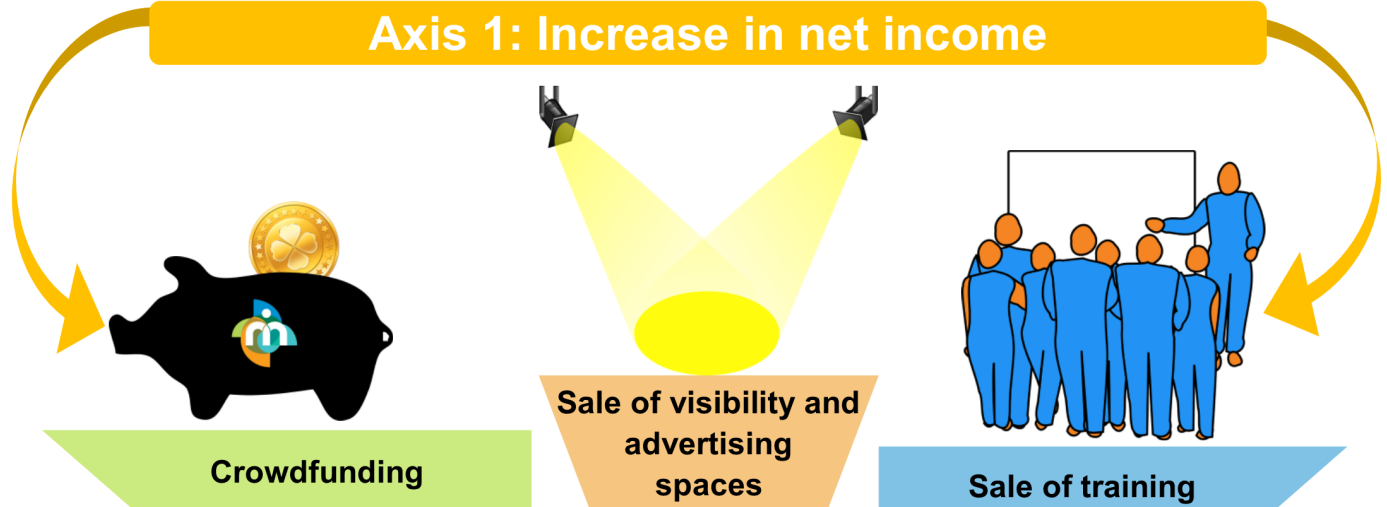
**Axis I** : Increase in net income;

**Axis II** : Improving efficiency and productivity;

**Axis III** : Cost control.

As with the circumstantial surpluses of 16-17, the sustainability plan will serve to discover, learn and progress for the world of health and the health of the world.

# Axis 1: Increase in net income



## Axis 2: Improving efficiency



## Axis 3: Cost control



✓ Knowledge brokering

✓ Training development

✓ Implementation of individual training

✓ Discoveries in health

✓ Implementation of the "Guichet Unique"

✓ Collaborative research approach

# Donner vie au *savoir*





**Savoie  
Montfort**

*A Knowledge Institute*

**- VII -**

**CONCLUSION**



# CONCLUSION

A first year, a first fifteen months for the knowledge institute. The time to create a new organization, to tame one another with its governance, to develop its policies, to refine its functioning; The time to give it a soul, an image, a presence for a healthy world. And continue without fail to deliver our services to Montfort and the community while renewing its technological infrastructures and integrating new talents for the success of its projects!

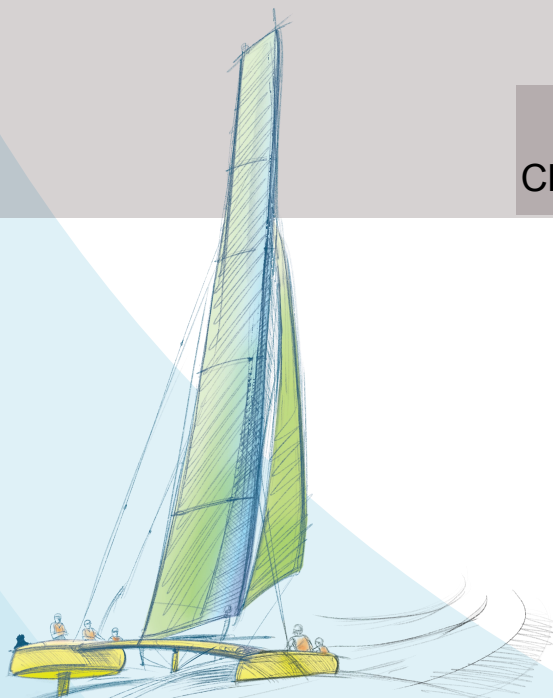
Sufficient time to experience the exceptional commitment of its team and ample to measure the challenges of its growth. A large but still insufficient growth, as the projects are large.

But above all, to demonstrate the exceptional contribution of the ISM to the renown of Montfort and to the development of the Franco-Ontarian community.

And if this recent past is guarantor of the future ... it promises to be enthusiastic and bold!



**Dr. André Bilodeau**  
Chief Executive Officer







**Savoir**  
Montfort