

# ANNUAL REPORT

2019-2020

INSTITUT DU SAVOIR MONTFORT







# MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Health has always been a team effort. This is especially true for Francophone minority communities. Thanks to the hard work of a dedicated team of researchers, learning specialists, and other health professionals, the Institut du Savoir Montfort (ISM) continues to provide French-language education to serve our community in its native language.

Together, we have met the challenges of 2019 and look forward to continuing our commitment to francophone education and collaborative research to improve the health of the people of Ontario, and more specifically, the health of francophone communities.

**- Dr. Denis Prud'homme, MD, M.Sc.**  
*Acting Chief Executive Officer  
and Associate Vice President, Scientific Director*



# THREE STRATEGIC AREAS OF FOCUS

## LEVERAGE FOR THE UNIVERSITY HOSPITAL

- Development and delivery of training for the Centre of Clinical Excellence in Chronic Disease Management (CCEDM) services
- Automation of training follow-ups to ensure the learning and skill consolidation cycle of 911 training in the office
- Converted the surgical residency position to a bilingual position between the Montfort and Ottawa Hospitals

## NEW KNOWLEDGE ENGINEERING

- Deployed a new Choosing with Care campaign, "Thoughtful Telemetry," and created outreach tools for the "Probe Before You Ask" campaign
- Developed a methodology for prior learning assessment for surgical nurse orientation
- Delivered three trainings for the Mental Health Program (MHP), marking the end of the ISM-HM project

## FRENCH LANGUAGE HEALTH SERVICES CATALYST

- Joint grant developed with the CISSS de Chaudière-Appalaches research center on the theme of "Aging in the regions" or "Aging in conditions affecting equity of access, quality and/or safety of care".
- Obtained a grant from Health Canada - Official Languages in Health Program of \$1 million over 4 years for the project: "Telehealth Montfort: towards the active offer of mental health services for Francophone communities in Ontario".



# ACHIEVEMENTS

## *CONTINUOUS IMPROVEMENT*

### **ADOPTION OF THE MATRIX MODEL**

Beginning in early 2020, the ISM is adopting a matrix organizational structure. This approach allows the institute to optimize its resources and facilitates collaboration between the different niches of the institute. This model represents a new step towards the development of the ISM as a learning organization.



## *EXTERNAL RECOGNITION*

### **INNOVATION AWARD**

In October 2019, the ISM simulation program won a SIM Innovation Award from Simulation Canada for its commitment to innovation and integrating simulation into teaching activities that promote education and improved patient care.





# CHOOSING WISELY

The primary goal of the Choosing Wisely (CW) campaigns is to improve the care and services provided to the community by increasing the commitment of health care professionals to reduce unnecessary testing and treatment. CW recommendations are based on the scientific literature and are supported by evidence.

The ISM professionals who work on the Choosing Wisely campaigns have developed the Source-Action-Scope (SAP) model, which is used in Montfort to implement a campaign. In addition, ISM coordinates the campaigns, which improves their implementation and execution. The involvement of the ISM staff has made it possible to implement five quick-win initiatives aimed at reducing unnecessary examinations and treatments. This involvement was instrumental in obtaining the level 1 designation of the Choosing Wisely Canada campaign.

## Quick-win campaigns:

- Separate testing for PT/RIN and aPTT and review test batteries ordered up front in the ER
- Eliminate the "every day" option from standardized orders
- Remove folate testing from routine hospital orders
- Discontinue ordering daily chest x-rays in the ICU, except to answer specific clinical questions

Although the COVID-19 pandemic has put the various campaigns on hold, Montfort Hospital and IMS are proud to have more than five official CAS campaigns to date and are working hard to achieve Level 2 designation soon.

## Ongoing campaigns :

- Lose the Tube
- Judicious use of rib x-rays and urine culture
- Using Blood Wisely (thoughtful use of telemetry)
- Why Choose Two
- Using Antibiotics Wisely





TRAINING  
THE NEXT  
GEN  
IN  
TWO  
WAYS



# CONTRIBUTE TO THE SUCCESS OF THE TRAINING BY TWO COMPLEMENTARY COMPONENTS

## EDUCATION

### TEACHING COMPONENT

"I would like to thank Claude Gaudert for her support before and during the course. She was able to make herself available and that is a great thing. You are a hospital of excellence in education! Thank you so much for this learning opportunity!"

- Participant in the simulation program\*

### CONTINUOUS PROFESSIONAL DEVELOPMENT COMPONENT

"The support was very much appreciated and really contributed to the success of the training. We are very grateful for this excellent service. This service is essential to us and fits very well with ISM's priorities."

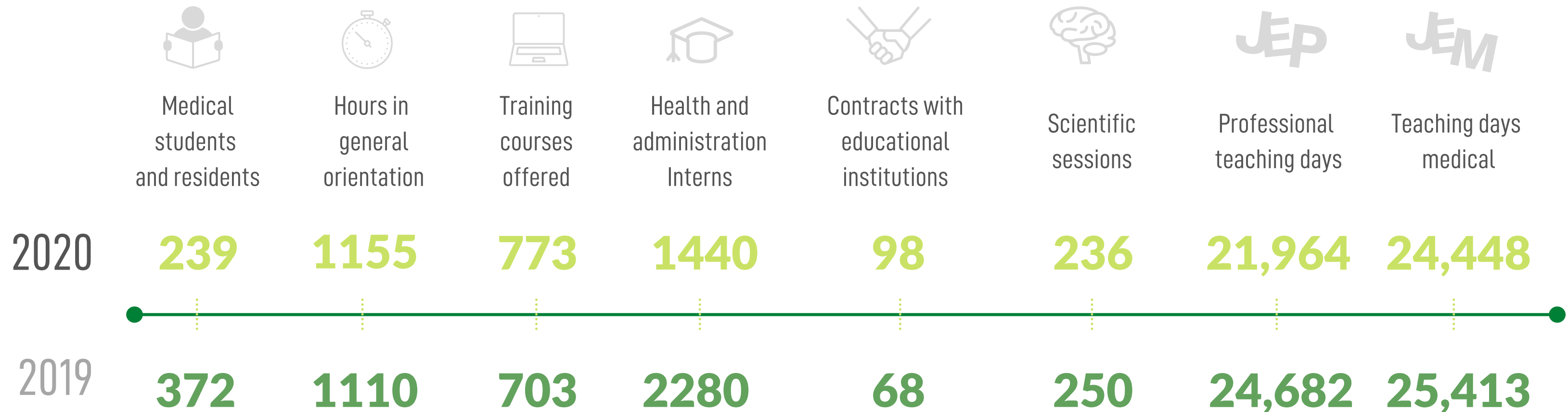
- Nursing students \*

\* These testimonials were collected through anonymous surveys.



# PERFORMANCE INDICATORS

# EDUCATION





A  
PATIENT-  
FOCUSED  
HEALTH  
RESEARCH





# BUILD ON A COLLABORATIVE APPROACH TO ADVANCE FRANCOPHONE RESEARCH

## RESEARCH

"The world of health research is undergoing, today more than ever, multiple transformations. This changing reality brings many challenges for researchers who wish to continue their current work or explore new avenues of research. At IMS, we are fortunate to be supported by a solid team (which has seen many others), which is very reassuring for researchers; and also allows them to contribute to the full influence of it by maintaining a competitive advantage."

**- Martin Lauzier, PhD**

*Senior researcher and Chair of the Addoceo Research Chair in Human Resources Development in Healthcare (ISM-UQO)*

"The support offered by the IMS during the telemedicine project allowed us to develop a training module based on our research results. The IMS offers a research environment conducive to collaboration and interdisciplinarity."

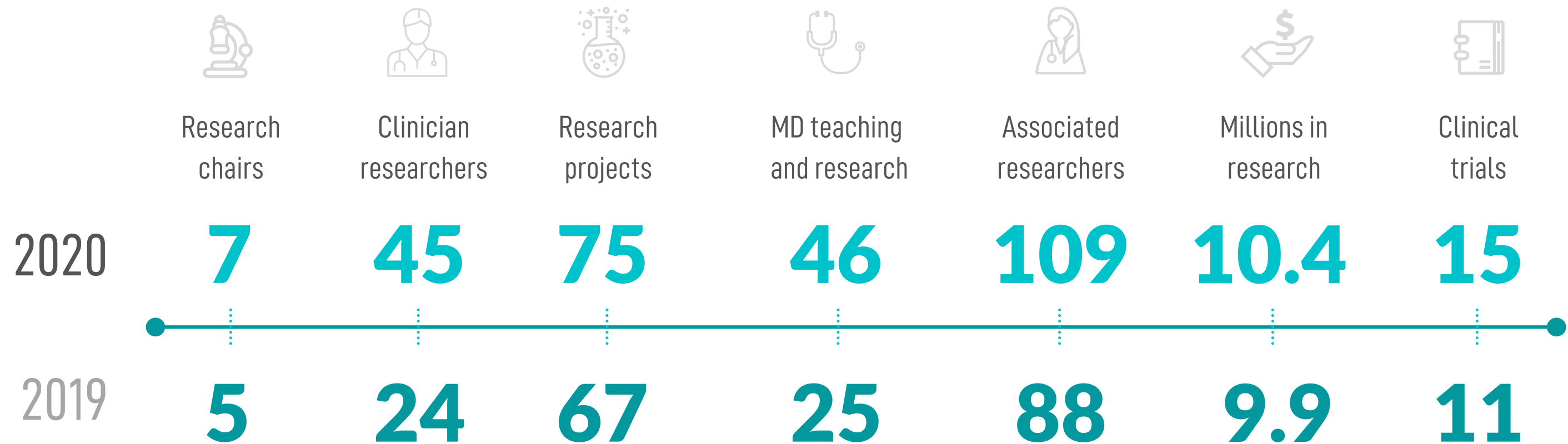
**- Sylvie Grosjean, PhD**

*Member researcher*



# RESEARCH

# PERFORMANCE INDICATORS



Listed in the **TOP 40** research hospitals in Canada in 2020





# INVESTING IN TOMORROW'S HEALTH



**WE HAVE BEEN AGILE IN  
THE FACE OF SHIFTING  
RESOURCES AND  
OUR OBLIGATIONS**

## **FINANCES**

"For the 2019-2020 year, IMS is assuming a shortfall of \$412,334, representing 5.3% of its revenue. Were it not for a one-time expense of \$500,000, the institute would have ended the year with a surplus of \$88,000.

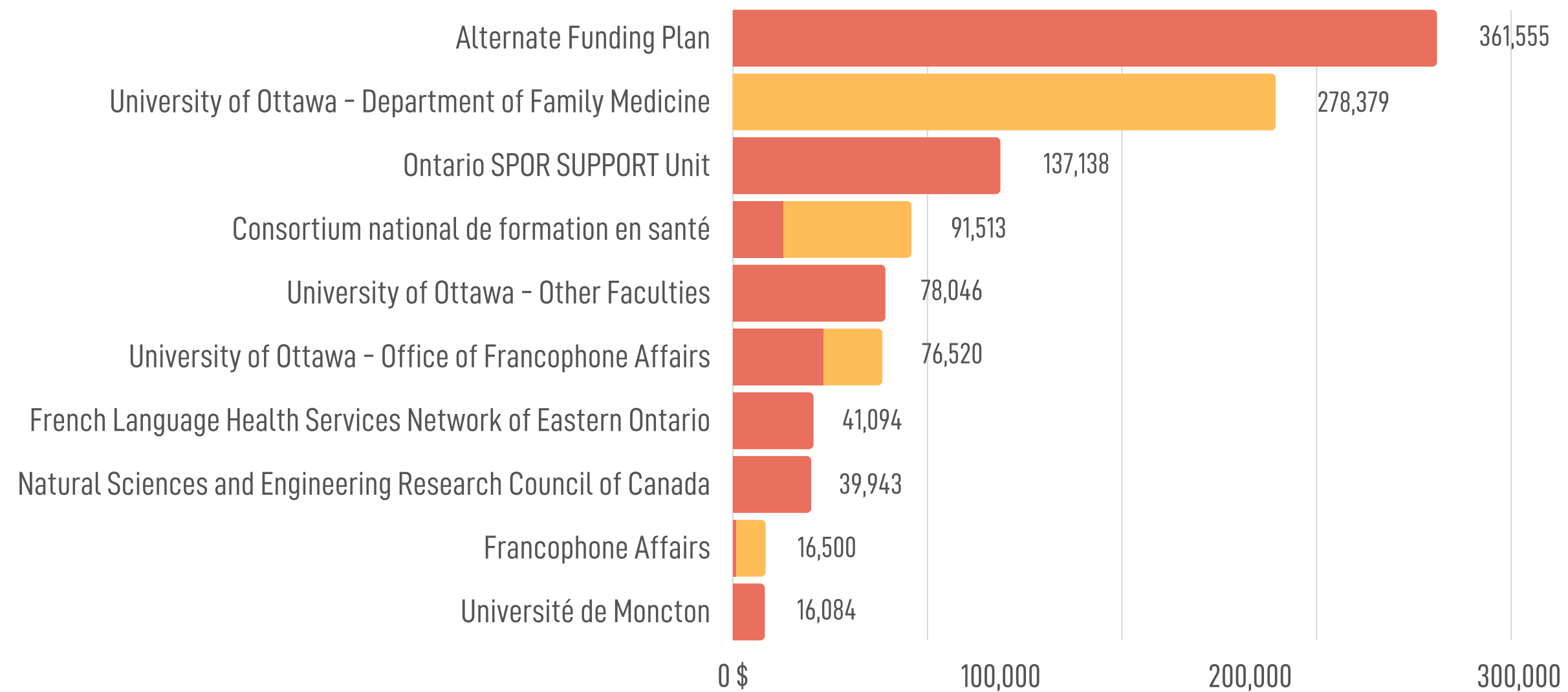
IMS has been nimble throughout the year to minimize the budget challenge at March 31, 2020 without impacting services offered. Also, IMS welcomed a dozen new employees to its team."

**- Marilyn Saumure, CPA**  
*Finance and Accounting Lead*



## TOP 10 REVENUE SOURCES (IN \$)

*(Except for the Hôpital Montfort and the Fondation Montfort)*



**Caption:**



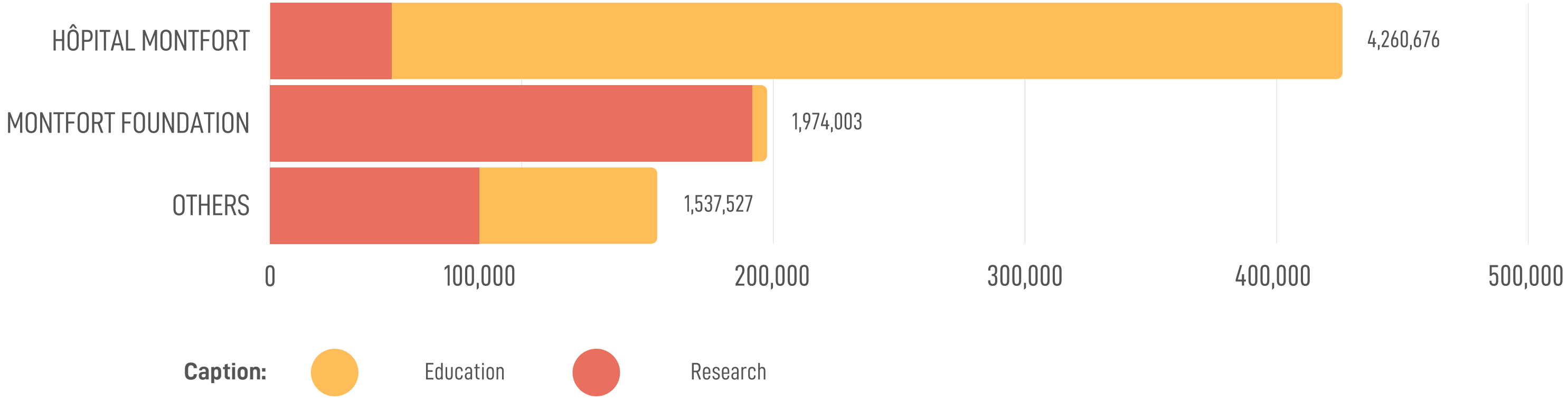
Education



Research



# REVENUE DISTRIBUTION (IN \$)

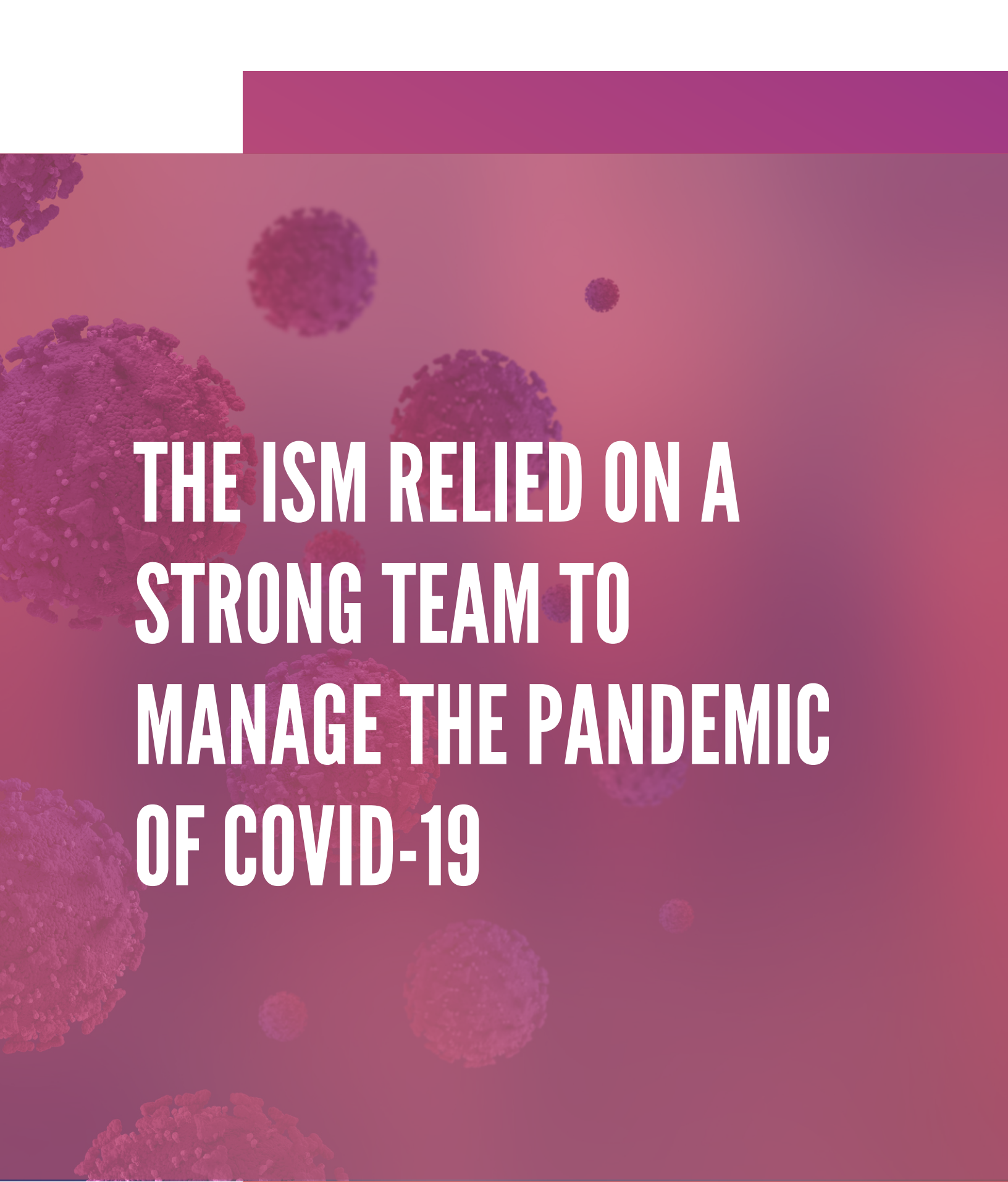






**OUR  
FORCE  
AND  
OUR  
RESILIENCE**



The background of the left side of the slide features a dark red-to-purple gradient. Overlaid on this are several 3D-rendered virus particles of varying sizes, some appearing as clusters of small spheres and others as larger, more complex structures. The text is centered in the upper half of this area.

# THE ISM RELIED ON A STRONG TEAM TO MANAGE THE PANDEMIC OF COVID-19

## MANAGEMENT OF COVID-19

The ISM closely followed the rapid evolution of the COVID-19 pandemic by playing a leading role alongside the Montfort Hospital. To do so, the Institute relied on a strong team to ensure the development and implementation of an emergency plan and incident management structure (IMS). IMS also served on numerous Montfort Hospital committees to align decisions and actions. Security measures have been put in place to ensure the safety of all staff members. The ISM continues to closely monitor the progress of the pandemic.

The ISM is a standardized organizational structure used during various types of emergencies. The Montfort Knowledge Institute and Hôpital Montfort adopt and use this hierarchical model to ensure an understanding of the processes, functions and terminology used and to improve the effectiveness of the response. This organizational structure has been adopted by the City of Ottawa and all Montfort partners. Finally, the ISM provides coverage for each function that is critical to the operation of the organization during an emergency operation.



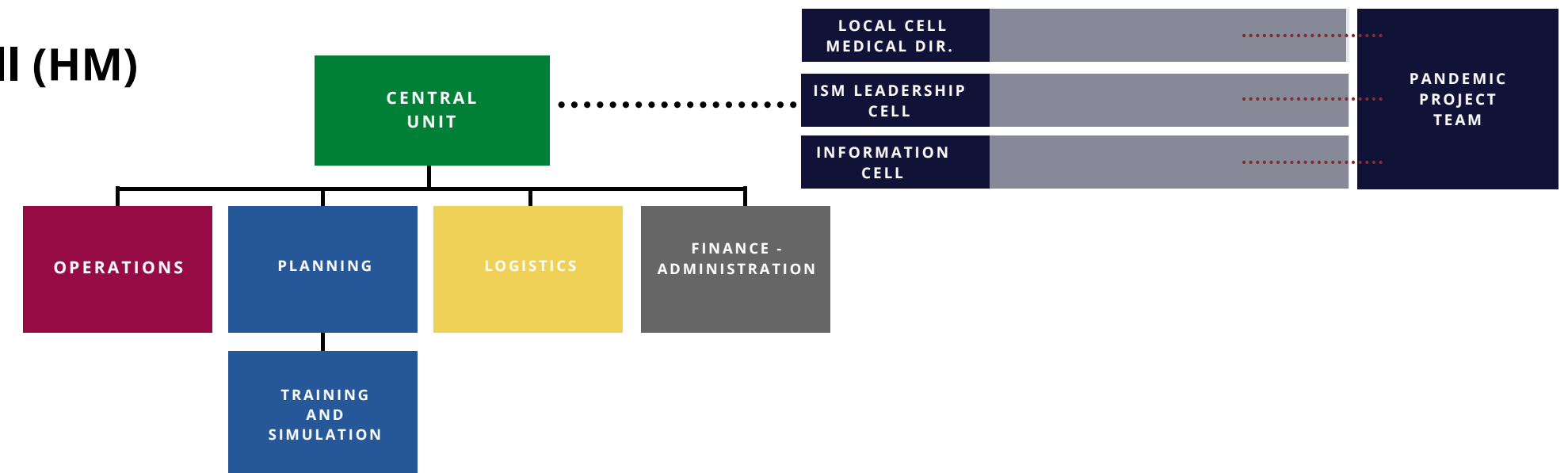
## ORGANIZATIONAL STRUCTURE FOR PANDEMIC MANAGEMENT COVID-19

### Committees and advisory bodies :

- Central Emergency Measures Committee Hôpital Montfort
- Pandemic Cell Committee - Leadership (ISM)
- Local pandemic cell committee - Medical departments and educational partners (ISM)
- Operations Committee - Red Cell (HM)
- Planning Committee - Blue Cell (HM)
- Logistics Committee - Yellow Cell (HM)
- Finance and Administration Committee - Grey Cell (HM)
- Occupational Health and Safety Committee (HM/ISM)

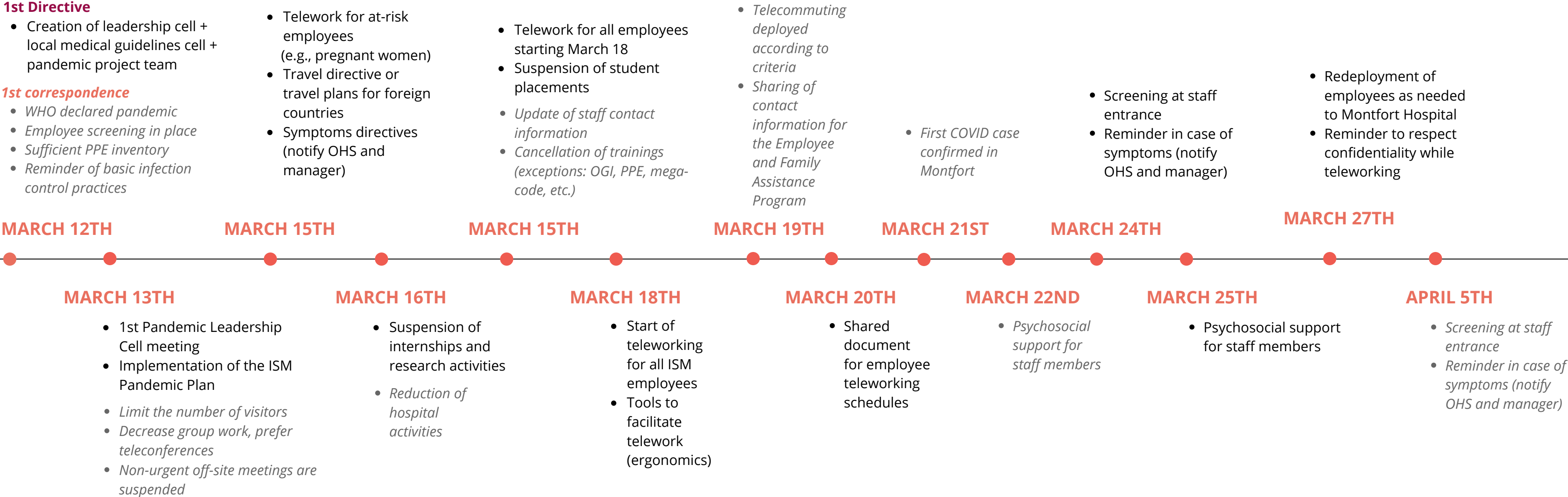
### ■ Pandemic Project Team

- Working Group - Literature Reviews
- Education and CPD Working Group
- Working Group - Communication





# TIMELINE OF EVENTS

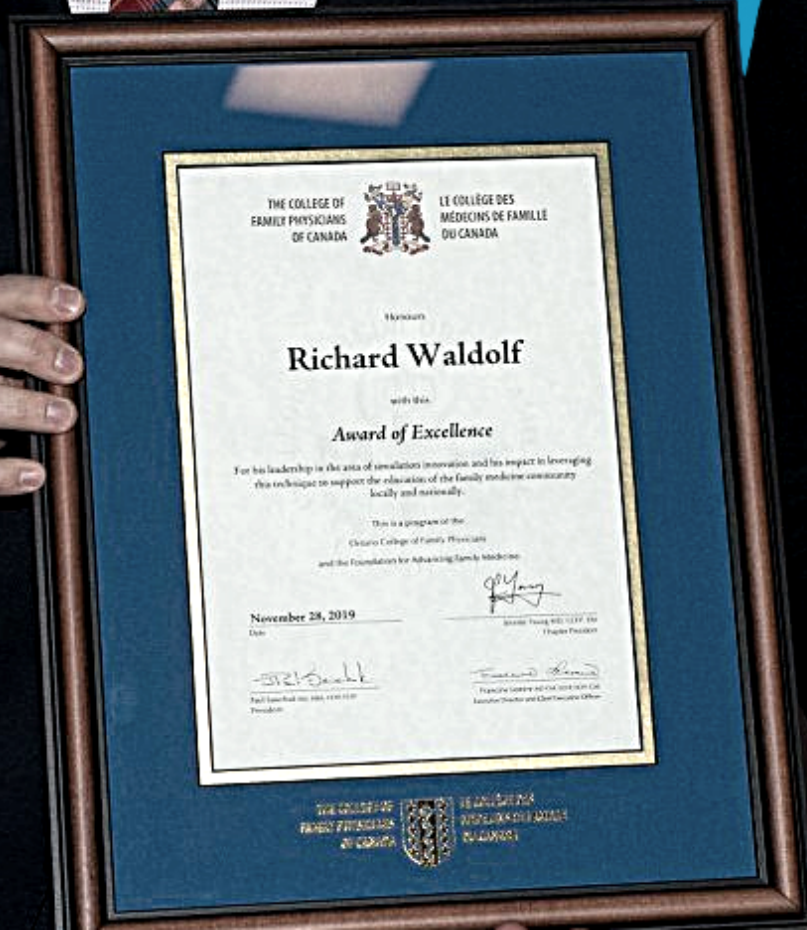


**Caption:** ISM Correspondence  
Correspondence Hôpital Montfort

**Success:** Employees' flexibility to go beyond expectations to increase opportunities to collaborate



A  
PASSIONATE  
DEDICATED  
AND  
INVOLVED  
TEAM





# A PLEASANT, FRIENDLY AND EFFICIENT WORK ENVIRONMENT

## TEAM

"Thank you to the management and leadership teams who, despite reduced staffing levels within their teams, have managed to maintain a pleasant, friendly and high-performance work environment."

- **Chantale Lessard, Pharm., M.Sc., PhD, DcomplD**  
*Director of Education*



# THE MANAGEMENT TEAM

## 2019-2020

**Dr. Denis Prud'homme, MD, M.Sc.**

Acting Chief Executive Officer and Associate Vice President, Scientific Director

**Mr. Charles Vigneault, CPA, CA, MBA**

Director of Business development and Corporate services

**Ms. Chantale Lessard, Pharm., M.Sc., PhD, DcompID**

Director of Education

**Dr. Richard Waldolf, MD, MMed, CCFP (FPA)**

Simulation Program Director

**Dr. Lyne Pitre, MD, CCMF, FCMF, MEdEd, O.Ont.**

Director of Medical Education

**Dr. Sylvain Boet, MD, PhD**

Director of Continuing Medical Education





# HORIZONS 2020-2021

The Board of Directors of the Montfort Knowledge Institute (MHI) is proud to announce the appointment of Josette-Renée Landry, Ph.D. as the new Chief Executive Officer of MHI, effective September 15, 2020. The Franco-Ontarian researcher and entrepreneur holds a PhD in genetics from the University of British Columbia and an MBA from HEC Montreal. She has more than 20 years of experience in genomics and cancer research at the national and international levels.

"It is with great enthusiasm that I accept this new mandate. The IMS plays an essential role in the advancement and well-being of Francophone communities. Together, we will be able to add to its successes and spread the benefits of this innovative institute by building on the strength of its diversity."

**- Josette-Renée Landry, PhD**

*Chief Executive Officer and Vice President, Education and Research*





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