It's my hospital! 1

Report to the Community
2009-2010
A special edition of JGH News

Jewish General Hospital
Letter to the community

If any newcomers to the Jewish General Hospital had taken a full tour of our facilities in 2009-2010, they might have concluded that a key objective of the JGH is construction. This misunderstanding, though amusing, is understandable. During the past year, we cut the ribbon at the new Ruth and Saul Kaplan Pavilion, home of the Centre for Child Development and Mental Health. We launched the Herzl CRIU Walk-In Centre. We completed extensive renovations to such areas as Cardiology, Obstetrics/Gynecology, Geriatrics and Endocrinology. And, to our great satisfaction, we received the green light for a new Emergency Department, which is the first phase of our new critical-care wing, Pavilion K.

However, those JGH newcomers would also have discovered what patients of all backgrounds—from across Montreal and throughout Quebec—have known for generations: The primary concern of the Jewish General Hospital is not the buildings, but what goes on inside those buildings. In everything that the JGH does, two questions are at the forefront of our thoughts: “How can we improve the quality of our patients’ care?” and “How can we enable staff to work in an environment that’s conducive to efficiency and compassion?” Sometimes the answers lie in constructing new facilities or overhauling the existing spaces.

Do children with emotional difficulties need welcoming, light-filled classrooms to complement their therapy? Yes, and this is what they now have in the Kaplan Pavilion. Is a 365-day-a-year service useful to patients whose medical problems require prompt attention, but not a trip to the Emergency Department? Yes, which is why the Herzl CRIU Walk-In Centre was launched. Do patients deserve care of higher quality, greater privacy and better protection against infection in Intensive Care, Surgery, Emergency, Coronary Care and Neonatal Intensive Care? Yes, and these factors are fundamental to Pavilion K.

These may be among the JGH’s most spectacular improvements, but it’s often the subtler or less tangible strategies that also make an enormous difference. Of special note is the hospital’s partnerships, not only with McGill University, but with healthcare institutions and research facilities throughout Montreal, Quebec and around the world. Some of these links yield immediate benefits—for instance, pooled resources that give patients quicker access to surgery. Others promise long-term advantages, such as new cancer-fighting tools, based on findings by leading clinician-researchers at the JGH and across Quebec. What also distinguishes the Jewish General Hospital is the compassionate, one-on-one approach of our doctors, nurses and allied health staff, and particularly our legion of volunteers and participants in our Humanization of Care program.

Ultimately, we build new facilities with bricks and mortar, so that we can rebuild patients’ lives with scalpels, stethoscopes and emotional support. We do not use these tools to uphold the conventional philosophy of “build it and they will come.” Rather, for more than seven decades, we at the JGH have been asking ourselves how we can keep putting our patients first—and then we commit ourselves to “build it because they will come.”
Retrospective 2009-2010

Of the many highlights that distinguished the Jewish General Hospital in 2009-2010, two might be said to best symbolize the hospital’s guiding vision and spirit. Ironically, one involved a hospital wing that does not yet exist, while the other was a dramatic, life-saving effort 3,000 kilometres away.

Pavilion K, the “non-existent” critical-care wing whose plans were unveiled in June 2010, represents the essence of what drove many of the other JGH activities during 2009-2010: a concerted effort to improve access to medical treatment, reduce waiting times, upgrade the quality of care, and provide patients with the services that best suit their needs. The wider result of these initiatives was—and, in Pavilion K, will be—to strengthen the healthcare system on behalf of patients of all backgrounds throughout Montreal and across Quebec.

These objectives were warmly acknowledged at a JGH press conference in June, as Dr. Yves Bolduc, Minister of Health and Social Services, committed $93.9 million in government funding to Pavilion K’s first phase—a new Emergency Department, to open in spring 2012 at nearly triple the size of the current facility. If all goes as planned, the entire $300 million wing will be completed by 2015 and will focus on patients requiring emergency treatment, surgery, or intensive, coronary, or neonatal intensive care. It will deliver these services in facilities that minimize the spread of infection, bolster efficiency and can accommodate the latest and most sophisticated medical technology.

At the same time, Pavilion K will stress the humanization of care, with a design that emphasizes the privacy, dignity and safety of patients, as well as the comfort and well-being of families. This will be accomplished, to a large degree, by equipping Pavilion K only with private (one-bed) or semi-private (two-bed) rooms. In the older hospital wings, all patient rooms will also be converted to private or semi-private rooms.
This same spirit of humanization—an ongoing commitment to the full range of the patients’ needs (physical, emotional and spiritual)—is what compelled 10 JGH nurses to volunteer to travel 3,000 kilometres in January 2010 to provide desperately needed care to victims of earthquake-ravaged Haiti. Although the JGH did not sponsor the mission, the hospital helped to fast-track the nurses’ departure by rearranging work schedules and granting unpaid leaves of absence.

As JGH Executive Director Dr. Hartley Stern noted, the nurses’ relief effort “is consistent with the values and practices that the JGH has championed since the day it opened—to ‘Care for all’ by helping anyone in need, regardless of religion, nationality or ethnic background. These values are embodied in the compassion and caring demonstrated by many generations of staff, including the volunteers who travelled to Haiti.”
The June 2010 launch of the Herzl CRIU Walk-In Centre has given patients faster and easier access to care for health problems that require prompt attention, but may not require a trip to the Emergency Department. Patients are seen 365 days a year without appointment or even a prior phone call at this CRIU (Clinique réseau intégré universitaire, or Integrated University Network Clinic). At the same time, the centre diminishes congestion in the ER and creates a smoother flow throughout the healthcare system. This project is a product of close cooperation between the JGH Herzl Family Practice Centre and the CSSS de la Montagne, with support from the Montreal Regional Health and Social Services Agency and McGill University. In doing so, the JGH is aligning itself with the government’s health agenda to help bring renewed vigour to the entire healthcare system. Partnerships have also been formed with hospitals, universities and research facilities locally, provincially, nationally and globally. Among the most significant achievements:

While Pavilion K will enable the Jewish General Hospital to eventually treat more patients more efficiently, immediate improvements were also a priority in 2009-2010. Especially notable was the JGH’s success at broadening and strengthening partnerships with the Ministry of Health and Social Services, the Montreal Regional Health and Social Services Agency and McGill University. In doing so, the JGH is aligning itself with the government’s health agenda to help bring renewed vigour to the entire healthcare system. Partnerships have also been formed with hospitals, universities and research facilities locally, provincially, nationally and globally.

After operating on JGH patient José Da Silva at the LaSalle Hospital, Dr. Shannon Fraser, JGH Chief of General Surgery, meets him in LaSalle’s recovery area to advise him about post-surgical care.

The JGH stepped up its program of performing straightforward surgery at the LaSalle Hospital. Since routine surgery—e.g., hernia repairs—can be performed by JGH surgeons in an under-used operating room at LaSalle, JGH patients can be scheduled more quickly. Equally important, the JGH’s own operating rooms are freed up to handle cancer surgery and other complex cases more promptly. By mid-2010, more than 1,500 procedures had been performed at LaSalle. This is a key reason why the JGH is now rated by the Quebec Ministry of Health and Social Services as one of the rare hospitals with acceptable waiting times for surgery.

The Jewish General Hospital also upgraded its innovative partnership with the Mount Sinai Hospital Centre and the Cavendish Health and Social Services Centre to better manage the care of patients with chronic obstructive pulmonary disease. By assigning a nurse navigator to keep tabs on patients with light to moderate cases of the illness, the JGH can monitor and direct them to the institution that’s best equipped to help them. This means there’s a good chance that patients will need to visit the Emergency Department less often.
Upgrading the quality of care

Although widely acknowledged as a leader in providing treatment and care of superior quality, the Jewish General Hospital continues its efforts to attain even higher levels of excellence and, by its example, to strengthen the healthcare system.

These accomplishments were formally recognized in late 2009, when Accreditation Canada renewed the hospital’s accreditation for three more years and commended the JGH for its “clear commitment to high-quality patient and family care”, as well as its culture of safety and cleanliness. The agency also praised the hospital’s emphasis on the needs of patients and their families, the smooth functioning of interdisciplinary teams, cooperation among staff, the high priority given to research and teaching, the “passionate and extremely interested” guidance of the Board of Directors, and the “exceedingly low turnover rate” among physicians and other staff members, particularly in the Department of Nursing.

Included in the JGH’s emphasis on quality in 2009-2010 were the following:

The hospital responded in exemplary fashion to the H1N1 pandemic by mounting a broad but focused effort to treat infected patients, while limiting the spread of the virus. In addition to innoculating the public and staff, hospital employees worked diligently to screen more than 2,000 people, treat the 29 admitted patients (including eight in the Intensive Care Unit), and mount hospital-wide campaigns for hand hygiene and, among staff, the fitting of safety masks.

More than 40 years after it was founded, the JGH Child Psychiatry program finally got a home of its own—the bright and airy Ruth and Saul Kaplan Pavilion, launched in September 2010. The newly constructed pavilion provides the children in the Centre for Child Development and Mental Health with treatment and supervision in warm, welcoming surroundings that were specifically designed to improve the quality of their care.
In another first, the Jewish General Hospital became the only hospital in Quebec—and one of just 10 hospitals and regional health authorities in Canada—to work with Health Canada on monitoring and correcting problems involving medical devices. Whenever a malfunction or other difficulty occurs, the details are sent to Health Canada and are added to an ever-expanding database. Thus, the JGH and the other participants help one another protect patient safety by determining whether one institution’s problem is an isolated incident or part of a trend.

Better cancer care means finding better ways to custom-design treatments for individual patients. To that end, a leading role is being played by the JGH Segal Cancer Centre and its Director, Dr. Gerald Batist, through involvement in a new Quebec-wide oncology network, the Quebec-Clinical Research Organization in Cancer. The organization, formed in October 2009, is co-directed by Dr. Batist and by Dr. Luc Bélanger, Director of the Cancer Research Centre of Laval University. To fight cancer more effectively, they are focusing the efforts of more than 100 experts in hospitals and four university-affiliated research centres across Quebec.

The JGH became the first hospital in Quebec to implement the Surgical Safety Checklist, a quick, simple and inexpensive means of preventing errors and dramatically raising the quality of surgical treatment. The checklist obligates the surgeon and other members of the surgical team to refer to a list of specific topics in order to confirm—and, where necessary, discuss—key facts about the patient before, during and immediately after surgery. This helps to ensure that every precaution has been taken to protect the patient.

In an effort to improve the quality of cancer treatment, greater emphasis was placed on the special needs of those in certain age groups, particularly through the JGH-based McGill Adolescent and Young Adult Oncology Program. Oncologists have found that tumours in young adults can be significantly different from those in children and older adults. Young adults also need special assistance in coping with emotional and psychological pressures when cancer disrupts career plans, sexuality and a desire to be independent.
Support services for young adults were expanded by Hope & Cope, including a retreat in November 2009 at the JGH Hope & Cope Wellness Centre for four dozen young people from Quebec and Ontario. In conjunction with the JGH Foundation, Hope & Cope also launched and is further developing the En Famille program, which advises parents with cancer how to talk with their children about the disease. In addition, Hope & Cope was involved in publishing two books—a cookbook of nourishing recipes and a primer on coping skills—as well as significantly widening its research program, with 15 ongoing studies, including several in conjunction with JGH Oncology colleagues.

At the Peter Brojde Centre for Lung Cancer, the Segal Cancer Centre gave patients the option of integrating Eastern techniques, such as acupuncture and reflexology, into their standard treatments. The goal is not to make Eastern medicine an add-on, but a fully integrated part of cancer therapy for patients who feel it will help them. Researchers will also gather data to scientifically determine the effectiveness of certain forms of Eastern medicine, such as Chinese herbs.

In 2009-2010, occupational therapists in psychiatry improved the quality of their care by strengthening communications links between the JGH Department of Psychiatry and the hospital’s community partners in mental health, the CSSS Cavendish and CSSS de Bordeaux/St-Laurant/Cartierville. This resulted in involvement in joint projects such as an outing group for youths with mental health problems. Also notable was a Mention d’excellence 2009 that was awarded to Suzanne Rouleau, Occupational Therapy Coordinator in Psychiatry, by the Ordre des Ergothérapeutes du Québec.

When cancer is treated in the Division of Radiation Oncology, patients can now benefit from the addition of RapidArc software. This technology delivers radiation in steady, non-stop rotations of an arc around the patient, resulting in greater precision with less exposure to radiation. Newly developed computer codes also allow the best course of radiation treatment to be determined within minutes, rather than days.

Anna Dimitrakopoulos, Chief of Food Production and Distribution in the Dietetics Department, introduced a measure to upgrade the level of germ-related safety in delivering water to patients’ rooms. Previously, in many instances, patients’ water pitchers were refilled and reused during the patient’s stay. In the new procedure, a freshly sterilized pitcher accompanies the delivery of water; used pitchers are washed and sterilized in the hospital kitchen. As a result, patients in isolation areas no longer need to be given bottled water to minimize the possibility of contamination, since all patients get germ-free pitchers for refills.

Books in Motion, a new and more extensive book cart service, was launched in March 2010 to make patients’ hospital stay more comfortable. Supported by the JGH Auxiliary in partnership with the Humanization of Care Committee and the Health Sciences Library, this program circulates a wide assortment of English and French reading material, which patients may keep if they choose. Books are provided by The Auxiliary, as well as through donations from staff and the public. The service was launched in several areas, including Orthopedics, Dialysis, Surgery and Oncology, and will eventually be expanded to all departments.

To further improve the quality of patients’ hospital stay, the Humanization of Care Committee developed the Preparing Yourself for Surgery video. This informative, 10-minute video is designed to relieve anxiety by explaining surgical procedures at the JGH. Enhanced communication was also the goal behind greater use by the Humanization of Care Committee of digital screens in the Emergency Department. A slide show, created especially for the ER, decreases stress by explaining how the department works, while clearing up possible misconceptions about Emergency services.
Precious minutes are being shaved off waiting times in the JGH Emergency Department, thanks to technology that creates **digital X-ray images** in an instant. The new digital radiography suite heightens efficiency by streamlining the X-ray process, so that a prompt decision can be made about a course of treatment. The digital image can also be lightened, darkened or otherwise adjusted on the spot to better aid in assessing the patient’s condition. And since the technology is so sensitive, patients have a shorter exposure to radiation.

**Recognition and response**

**In striving for excellence, the Jewish General Hospital has earned recognition from a wide range of provincial and national organizations and agencies, as well as gratitude from thousands of patients and their families.**

**Dr. Ernesto Schiffrin,** the JGH Physician-in-Chief whose pioneering efforts have improved the cardiovascular health of patients across Canada, was named a Member of the **Order of Canada.** Dr. Schiffrin, who founded and launched the JGH Cardiovascular Prevention Centre in 2006, was honoured for his contribution to the study of hypertension, notably through research into the mechanisms underlying high blood pressure. Another honouree was **Alvin Cramer Segal,** whose philanthropy was instrumental in creating the JGH Segal Cancer Centre. Mr. Segal, was promoted to Officer of the Order of Canada, having been named a Member in 2002.

**Lynne McVey,** JGH Director of Nursing, was awarded the **Prix Florence,** one of the most prestigious honours bestowed by the Order of Nurses of Quebec. Ms. McVey’s award in the Leadership category acknowledges her achievements and commitment in motivating and inspiring others. In addition, the Department of Nursing received the **2010 Employer Recognition Award** from the Canadian Nurses Association for its Speciality Certification Program. With assistance and encouragement from the JGH and private donors, more than 60 nurses received speciality certification in 2010.

In order to improve the healthcare system by strengthening ties with all levels of government, the JGH regularly welcomes visiting political dignitaries. Among those who toured the hospital in 2009-2010 were **Bernard Drainville,** the Parti Québécois health critic; **Sena-****tor Judith Seidman,** the Parti Québécois health critic; **Senator Judith Seidman,** a clinical epidemiologist; the **Honourable Diane Finley,** Federal Minister of Human Resources and Skills Development; **Pierre Arcand,** Minister of Sustainable Development, Environment and Parks; **Justin Trudeau,** Member of Parliament for Papineau; and **Michael Applebaum,** Mayor of the Borough of Côte-des-Neiges – Notre-Dame-de-Grâce.

In the Emergency Department’s new radiography suite, X-ray technologist Cassie François-Eugène produces an instant image of a patient’s shoulder.
For two uplifting weeks in June and July, the 11th annual JGH Jazz Festival brought the healing power of music to patients, visitors and staff through daily concerts in the Côte-des-Neiges picnic area and in the main lobby. Prominently featured were female singers and musicians, whose participation highlighted the crucial role played by women in providing expertise and compassion in treating and caring for patients.

Throughout the year, the extraordinary efforts of staff were acknowledged in a variety of “thank you” events. Operation Chicken Soup, scheduled on a cold, blustery day in November 2009, treated every employee to a steaming bowl of chicken soup, served by senior administrators and managers. In July 2010, laughs and gasps were in abundance as The Incredible Boris made a return appearance at the JGH for a comedic performance showcasing hypnosis.

As the commemoration of the JGH’s 75th anniversary drew to a close in 2010, many members of staff came together in a celebratory spirit to add their melodic voices to the NaNa Musical Video. Featuring an original song about the hospital, this light-hearted, bilingual, three-minute production was posted in August on YouTube attracting thousands of views in its first several days. Enjoy it at YouTube.com/NaNaMusical.

In its eighth successful year, the JGH Mini-Med School provided the public with maxi-advice in a series of springtime lectures that focused on the practical results of medical research. Included were presentations on the therapeutic benefits of hypnosis; attempts to better understand cancer through principles of Darwinian evolution; and efforts by environmental toxicologists to determine the dosages at which certain beneficial substances become dangerous.

Women’s Cancers to combat the disease and to thank the JGH for its anticancer efforts. The second annual Ride topped the inaugural year’s results, with 1,836 cyclists raising $6.7 million in July, for a two-year total of more than $12.4 million. In August, 2,250 Weekend walkers brought in $5.1 million, for a six-year total of more than $41 million.

That’s the spirit!
Almost every presidential term at the Jewish General Hospital is marked by a remarkable degree of growth and development. But it’s the rare President who can look back and say that he or she actually helped lead the JGH from one era to another. Samuel Minzberg is that unique individual, and for his exceptional efforts, he has merited the hospital’s highest honour, the Distinguished Service Award.

By the time his two-year term ended in 2009, Mr. Minzberg had worked closely with the Board of Directors to oversee the hospital’s transition of Executive Directors, from the era of Henri Elbaz to the era of Dr. Hartley Stern. Similarly, Mr. Minzberg was instrumental in recruiting Dr. Roderick McInnes to succeed Dr. Mark Wainberg as Director of the Lady Davis Institute for Medical Research. In addition, he was a guiding force during the evolution of plans for Pavilion K, the new critical-care wing that will transform treatment and care at the Jewish General Hospital in the coming years.

“It’s a great honour to receive the Distinguished Service Award,” says Mr. Minzberg, “but I feel I was simply carrying on the achievements of others. I’m privileged to be part of a chain that has stretched back for generations.”

Mr. Minzberg, a partner in the law firm Davies Ward Phillips & Vineberg, says he was prepared for the challenges of serving as President, having given of his time and expertise in various capacities since 1999, including Chairman of the JGH Foundation and Vice-President of the JGH. However, it soon became apparent how pivotal his term would be, since it required smooth transitions between Executive Directors and Directors of Research, as well as major progress on the plans for Pavilion K. At the same time, Mr. Minzberg says, he was intent on continuing to strengthen the JGH’s partnership with McGill University.

Other highlights of his term included the launch of robot-assisted surgery, a leading form of 21st-century technology; a major expansion of the Division of Radiation Oncology; the opening of a specialized stroke unit; development of the inaugural 2009 Ride to Conquer Cancer, involving partnerships with healthcare institutions across Quebec; complete modernization of the main entrance and lobby; and the creation of new branding to coincide with the hospital’s 75th anniversary.

Today Mr. Minzberg remains committed to the JGH as a member of the Board of Directors and the Presidents Advisory Committee. He also sits on the boards of HSBC Bank Canada, HSBC North America Holdings Inc., Reitmans (Canada) Ltd., Quebecor Media Inc., Richmont Mines Inc. and Constellation Energy Group Inc. “Looking back,” he says, “I take great satisfaction in knowing I had the opportunity to play a role in placing the JGH in good, safe hands.”
The Award for Medical Excellence
– Dr. Calvin Melmed

The Award for Medical Excellence is presented to a physician who inspires others with exceptional care for patients, extensive knowledge of medicine, valued teaching, superior abilities and accessibility to colleagues throughout the hospital.

Studying the complex interactions of the disease process, along with the nervous system’s underlying anatomy, has always fascinated Dr. Calvin Melmed. For this reason, he chose to pursue medicine at the University of Manitoba in his native Winnipeg. After arriving at McGill University for postgraduate studies in 1970, Dr. Melmed became the first neurology resident posted to the Jewish General Hospital from the McGill neurology program. Almost his entire career has been spent at the JGH, where he was appointed Chief of Neurology and, from 1995 to 2009, Chief of Neurosciences. Most recently, he was named Emeritus Chief.

While the complexity of neurology fascinates the practitioner, it can devastate the patient, who may face a disorder with irreversible changes. “Your most important role as a doctor,” Dr. Melmed says, “is to be understanding, to listen to the patients’ concerns, and to explain the disorder to them and their relatives as best you can.” He adds that since a neurological condition, such as a stroke, can sometimes be sudden and devastating, the neurologist must recognize what is happening and try to prevent damage while it can still be reversed.

As Chief, Dr. Melmed strengthened the clinical and teaching excellence of his JGH Department, while supporting and encouraging his young colleagues in their research careers. His own interests have been in clinical neurophysiology, and he directed and expanded the EMG, EEG and other clinical neurophysiology testing facilities at the JGH. Under his tenure—and with the help of friends and generous donors—the Stroke Unit was established at the JGH. Dr. Melmed is currently co-supervising the training fellowship of a second Fellow in Parkinson’s disease, supported by a grant from the Parkinson Society of Canada.

The Award for Excellence in Nursing
– Isabelle Caron

The Award for Excellence in Nursing is presented to a member of the Department of Nursing who serves as a model for others by using her/his unique abilities, facilitating outstanding care, and exhibiting and building nursing knowledge.

If “excellence” means coping with unprecedented challenges and helping to bring projects to fruition, then 2009-2010 was an excellent year for Isabelle Caron. Besides her duties as Associate Director of Nursing for Medicine, Geriatrics and Mental Health, Ms. Caron headed the hospital-wide team that successfully coped with the H1N1 flu pandemic. “No one here had ever faced a situation on that scale,” she says. “We dealt with everything from patient flow to preventing transmission, and with every department and service from Obstetrics to Housekeeping to Emergency.”

Ms. Caron also takes pride in having helped to develop the Herzl CRIU Walk-In Centre, enabling patients to be seen without an appointment for problems that may not require Emergency treatment. “My strength is translating theory into clinical practice, and it’s so satisfying to use that skill,” she says.

Ms. Caron joined the JGH in 1997, after receiving her Bachelor of Nursing from Laval University (and earning her Master’s degree from the University of Montreal in 2006). After becoming a Head Nurse in 2000, she was promoted to her current role in 2006.

“Ms. Caron’s leadership talent and passion for patient care were visible early in her career as an excellent clinician on 7West,” says Lynne McVey, Director of Nursing. “Leading teams to respond to the H1N1 crisis, while recruiting and putting into practice the first primary health care nurse-practitioner positions in Quebec, is a testament to the evolution of her leadership strength.”

Born and raised in small towns in New Brunswick and Quebec, Ms. Caron has first-hand experience with community friendship and spirit—qualities that she now finds at the JGH. “There’s warmth, as well as professional strength, in the Nursing Department. This is where I’ve been challenged to do my best, to grow and to flourish.”
The Award for Excellence in Management
– Barbara Lang

The Award for Excellence in Management is presented to a manager who has demonstrated outstanding job performance, superior leadership skills and great efficiency in directing the department.

Despite the obvious satisfaction that Barbara Lang derives from her accomplishments as Director of the Department of Volunteer Services, she keeps returning to a single key idea: “This isn’t just about me; it’s about us”—a reference to the more than 1,000 volunteers who donate nearly 100,000 hours of their time to the Jewish General Hospital each year. That time is precious, and not just because volunteers offer valuable assistance to staff in an era of budgetary restraint. They also ease patients’ fears, raise their spirits, pass along useful information, and much more—vital tasks that enhance the humanization of care that the JGH is known for.

Giving of oneself, a Lang family tradition since the hospital was founded, is something that Barbara first experienced as a JGH candy striper in the 1960s. As Director since 1986, she has introduced various innovations, including a program that allows any member of staff to request a volunteer for clerical work of any kind. And as medical departments expand to meet the evolving needs of patients, Ms. Lang has deployed additional volunteers to provide much-needed support.

“I walk the halls with pride and joy when I see all of those women and men in their blue jackets,” she says. “I’m passionate about my work, because I know I can make a real difference in people’s lives—not just the patients and staff who are helped by the volunteers, but the volunteers themselves who have an opportunity to do something truly meaningful. It’s very rewarding to be able to channel their efforts to provide support to those in the hospital who need it most.”

The Award for Excellence among Allied Health Professional
– Gloria Aronoff

The Award for Excellence among Allied Health Professionals is presented to a member of the allied health professional staff who has demonstrated a high level of commitment to patient care, has applied best standards of care, and has made a major contribution to the quality of life in the hospital.

As an Occupational Therapist in Psychiatry, Gloria Aronoff encourages patients to use any “language” for self-expression—be it art, music or computers. In her own case, laughter said it all when she learned she would receive an Award of Excellence for her work. “It’s like getting your first paycheque for work that you love!” Ms. Aronoff says. “I’ve always loved trying to figure people out, and in psychiatry, you have the intimacy of getting to know someone.”

According to Ms. Aronoff, occupational therapists “play to people’s strengths. We look for function, not dysfunction—pushing patients’ boundaries with a view to ‘You can do this.’” Daily therapeutic workshops enable Ms. Aronoff, her two colleagues and a pharmacist in the 33-bed unit to really get to know the patients. However, there has also been what she describes as a “radical demographic shift” during her years at the JGH. “Today you might have 33 patients speaking 33 languages, so we’re doing more than ever to enable each individual to communicate in whichever way best promotes their healing.”

Ms. Aronoff’s “deep and life-long affiliation” with the Jewish General Hospital began with her birth at the JGH. After her 1971 stage at the hospital as an Occupational Therapist in Psychiatry, she joined the Child Psychiatry program in 1974. She then took a break to travel, but returned to the JGH Adult Psychiatry program in 1985, where she has been ever since.

“As OTs in psychiatry, we’re very privileged to have people who are open to being helped,” Ms. Aronoff says. “The patients let me into their lives and trust me; that exchange is very satisfying. Improving the quality of someone’s life and mitigating their suffering—that gives me the biggest high.”
The Award for Excellence in Basic Research
– Dr. Ernesto Schiffrin

The Award for Excellence in Basic Research is presented to a researcher whose insights and initiatives in basic research have resulted in a unique and significant contribution to patient treatment and care.

For Dr. Ernesto Schiffrin, success in conducting basic research and treating patients at the JGH Cardiovascular Prevention Centre is directly related to the support he has been given since becoming the hospital’s Physician-in-Chief. “From the time that I arrived at the JGH, I have received support and resources that have led to advances in cardiovascular research and academia,” he says. “These have had a significant impact on the care of our patients, which remains our No. 1 objective.”

So notable are Dr. Schiffrin’s efforts in improving the cardiovascular health of patients across the country that he was named a Member of the Order of Canada earlier this year. Within months of joining the JGH in 2006, Dr. Schiffrin founded the Cardiovascular Prevention Centre, which provides treatment by a comprehensive team of healthcare professionals, and has become a leader in advising individuals how to prevent cardiovascular disease. As Director of the Centre, Dr. Schiffrin conducts research to identify the mechanisms of high blood pressure and to devise and refine treatments.

A native of Buenos Aires, Dr. Schiffrin arrived in Montreal in 1976. He holds the Canada Research Chair in Hypertension and Vascular Research at the JGH Lady Davis Institute for Medical Research; is Professor and Vice-Chair (Research) in McGill University’s Department of Medicine; is President of the Quebec Hypertension Society; and is Associate Editor of Hypertension, a journal of the American Heart Association.

Dr. Schiffrin received the 2010 Bjorn Folkow Award of the European Society of Hypertension earlier this year; was presented with the Irvine Page-Alva Bradley Lifetime Achievement Award from the High Blood Pressure Research Council of the American Heart Association in 2007; and was elected Fellow of the Royal Society of Canada in 2006.

The Award for Excellence in Psychosocial or Clinical Research
– Dr. Brett Thombs

The Award for Excellence in Psychosocial or Clinical Research is presented to a researcher whose insights and initiatives in psychosocial or clinical research have resulted in a unique and significant contribution to patient treatment and care.

Even when the physical symptoms of an illness are the prime concern, patients undergo psychological stresses that may affect their therapy and recovery. This is the area in which Dr. Brett Thombs has chosen to focus his attention. Internationally known for his work on behavioural health psychology and depression screening, Dr. Thombs is a leading investigator into behavioural health in chronic disease. Among his areas of interest are depression in cardiovascular disease and improving the psychological health and well-being of people living with systemic sclerosis.

Dr. Thombs is an investigator in the JGH Division of Psychiatry Research and an Associate Member of the Centre for Clinical Epidemiology and Community Studies, and of the Department of Medicine at the JGH Lady Davis Institute for Medical Research. At McGill University, he is an Assistant Professor of Psychiatry and an Associate Member of the Department of Medicine and of the Department of Epidemiology, Biostatistics and Occupational Health.

Dr. Thombs was lead author of an international team that published an article in the Journal of the American Medical Association on depression screening in cardiovascular care settings. This article was a finalist for the 2009 BMJ Group Research Paper of the Year Award. He has authored more than 70 peer-reviewed articles—many appearing in top medical journals—and has served as a peer-reviewer for over 30 journals. Dr. Thombs is principal investigator or co-investigator on several grants from the Canadian Institutes of Health Research and the Quebec Fund for Medical Research.
The Award for Excellence in Administrative Support
– Michèle Lefort

The Award for Excellence in Administrative Support is presented to a member of the administrative support staff who has demonstrated outstanding performance and excellence in quality of work, quantity of work, job knowledge and willingness to provide support in accomplishing the mission of the department and/or hospital.

As the Jewish General Hospital continues to get larger and more complicated, so do the professional lives of its top administrators. That’s why Michèle Lefort’s role has assumed such vital importance. As Administrative Technician to Director of Nursing Lynne McVey, Ms. Lefort enables her boss to cope with increasingly complex duties by helping to keep her on schedule and on track. Ms Lefort’s strategy? “I always try to remain one step ahead of her!” she explains.

That degree of efficiency has merited an honour for Ms. Lefort, for which she expresses gratitude as well as satisfaction. “I’m very proud of what I do,” she says. “The recognition is welcome, but I work hard because I have a strong work ethic. I care a lot about this hospital.”

Ms. Lefort’s connection to the JGH dates back to 1980, when she launched her career as a unit agent in the Neuroscience ward. There she spent 15 years before transferring to Geriatrics for 13 years as an administrative technician. Finally, in 2008, she joined Ms. McVey’s staff. In her current role, Ms. Lefort says she has more of a comprehensive, wide-angle view of the JGH than was the case in her previous positions. “When I see how much is done throughout the hospital, I can really step back and say, ‘Wow, we’re good!’”

The Archie Deskin Scholarship
– Fabienne Germeil

The Archie Deskin Scholarship, endowed by former JGH Executive Director Archie Deskin, is presented to a nurse who demonstrates exceptional leadership abilities and has been accepted to a graduate university program to further her or his knowledge, primarily in nursing.

For Fabienne Germeil, education is the key to a better life—not just for herself, but for those she has taught to spot, prevent and overcome the effects of a stroke. As a student, Ms. Germeil is pursuing her Masters of Nursing degree at the University of Montreal, with a special interest in nursing leadership and the shortage of nursing managers. However, as Head Nurse of the JGH Stroke Unit, she also takes pleasure in imparting knowledge to others, especially if the outcome is a better recovery for stroke patients and possibly even a reversal of the damage caused by a stroke.

To that end, Ms. Germeil and the stroke team developed a program that recognizes the crucial role of patients themselves and their families in post-stroke recovery, with support and guidance from a multidisciplinary healthcare team. “We involve the family as early as possible, because they help greatly in improving the patient’s condition,” says Ms. Germeil. “We also try to encourage patients to do whatever they can by themselves to maintain or regain a higher level of functioning and autonomy.”

Ms. Germeil joined the JGH in 1999, first as a staff nurse, then as a resource nurse on 3Northwest (formerly Cardiac and Neurosurgery), and later as discharge planning nurse. Since 2007, she has been Head Nurse of the newly renovated Stroke Unit on 4Northwest. Among its features is an observation room, where patients are monitored as a means of teaching physicians and nurses to assess patients.

“It’s a great honour to be chosen for the scholarship,” Ms. Germeil says, “but so many people at this hospital do such great work. There’s great satisfaction in knowing you make a difference not only with patients, but with peers, mentors and directors.”
It’s my hospital!

Connecting theory to practice

The link between research and the well-being of patients was emphasized at the Lady Davis Institute for Medical Research (LDI) in 2009-2010, not just in the work of investigators, but in the philosophy of Dr. Roderick McInnes, the new Director of Research. Dr. McInnes, an internationally renowned genetics researcher and physician, succeeded Dr. Mark Wainberg, who continues his pace-setting HIV/AIDS research at the LDI.

“If you’re ill, you want to be at a hospital that’s constantly aware of what’s coming down the road, that’s pushing the limits of medical knowledge, that crosses the boundaries between pure and applied research,” Dr. McInnes said in a speech shortly after assuming his duties in fall 2009. “The LDI is expressly structured to nurture this type of work.”

Among the year’s milestones at the Lady Davis Institute:

- **Dr. Samy Suissa**, Director of the Centre for Clinical Epidemiology, and his colleagues discovered that in hormone replacement therapy, there is less risk of stroke from skin patches that contain low doses of estrogen than there is from oral therapy, with pills 35 percent riskier than low-dose patches. Hormone replacement therapy is regularly prescribed to women suffering from the effects of the menopause, even though this therapy is associated with an increased risk of stroke.

- **Dr. Antonis Koromilas** and graduate researcher Zineb Mounir turned up a previously unsuspected link between two genetic pathways that suppress the growth of cancer tumors. This could lead to new treatments for some of the deadliest forms of cancer, including prostate and brain cancer, and melanoma.

- A worldwide consortium of researchers, including **Dr. Brent Richards** and his lab colleagues, discovered three previously unknown genes that increase the risk of vitamin D deficiency and related health problems. In another major international study, Dr. Richards and his colleagues identified 20 genes associated with osteoporosis, including 13 genes never previously linked to the disease.

- **Dr. Brett Thombs**, a psychiatric researcher at the JGH Institute for Community and Family Psychiatry (ICFP), and his colleagues from the McGill University Health Centre and McGill University found that those who self-identify as gay, lesbian or bisexual are at a much higher risk for suicide than those who do not. According to their study, how teens perceive themselves is a much more critical risk factor than actual sexual attractions and behaviours.

- **Dr. David M. Dunkley**, an ICFP psychiatric researcher who studied 170 people with binge eating disorder discovered that the condition’s severity is linked to self-criticism stemming from histories of childhood sexual or emotional abuse. The disorder is related to other eating disorders such as bulimia and compulsive overeating.

- A study led by **Dr. John Hoffer**, a physician and researcher specializing in nutrition, found that giving vitamin C supplements to in-patients rapidly improves their emotional state. His earlier studies showed that most patients undergoing acute hospital care have blood levels of vitamins C low enough to be compatible with scurvy.
2009-2010 will be remembered as the year of the H1N1 pandemic, as multidisciplinary teams at the JGH drew upon the expertise of Nurses in rising to the challenge of caring for affected patients in large numbers. It is estimated that 18 per cent of the Quebec’s population became infected during the second wave in late fall 2009. A healthcare system already stretched to its limits had to develop a crisis management plan to respond to a threat that had the potential, like some historical pandemics, to take the lives of millions of people.

Almost the entire year was taken up with mobilizing staff across the hospital to manage the influenza pandemic. Isabelle Caron, Associate Director of Nursing for Medical, Geriatric and Mental Health Services, officially assumed the role of JGH pandemic coordinator and spokesperson for the hospital, as well as providing strong leadership in preparing and guiding our teams through this crisis. For her outstanding achievements and for serving as a role model through her unique abilities, Ms. Caron has received the JGH Award for Excellence in Nursing (please see page 13).

Of the 344 H1N1-positive patients hospitalized across Montreal in the period that began on Aug. 30, 2009, 29 were admitted to the JGH. And of Montreal’s 41 ICU admissions in that period, 8 were at the JGH. In this hospital, hand hygiene campaigns evolved into marathon mask-fitting sessions; screening of over 2,000 patients; isolation of some patients; mechanical ventilation of H1N1-positive patients in the Intensive Care Unit; contingency plans and daily phone calls to the government; stocking and administering antiviral medication; creating a reserve of supplies; and vaccinating staff and the public.

Virtually all of the Nurses at the JGH, in partnership with physicians, inhalation therapists, infection control specialists and pharmacists, demonstrated perseverance and dedication in contributing to successfully managing this crisis. Through their actions, lives were saved, and the transmission of the influenza virus throughout the population was prevented.

Cooperation among the following departments was essential to the successful outcome at the JGH: Nursing, Infection Prevention and Control, Professional Services and Public Affairs and Communications. Hospital leaders worked closely to assure the healthy implementation of the pandemic plans, and the Department of Nursing is grateful for their outstanding contribution to the smooth functioning of the hospital during that difficult time. Those leaders were Isabelle Caron, RN, Mark Miller, M.D., Pearl Orenstein, RN, Matthew Oughton, M.D., Glenn J. Nashen, Stephanie Malley and Joseph Portnoy, M.D.

Of course, nurses, physicians, and front-line clinical staff also deserve special recognition for their ongoing courage and devotion in caring for affected patients, particularly in the Emergency and Critical Care areas, where Head Nurse Valerie Pelletier, RN, and Coordinator Jackie Raboy Thaw, RN, led their teams through very challenging situations. It is with pride that the JGH witnessed, once again, the best that our staff had to offer.

For the Department of Nursing, this will also be remembered as the year that the Canadian Nurses Association (CNA) named the Jewish General Hospital the Employer of the Year and recipient of its top prize, the 2010 CNA Employer Recognition Award. This prestigious honour acknowledges the efforts employers who have shown an exceptional commitment to supporting registered nurses (RNs) who pursue national certification in a range of nursing specialties.

As part of an established national certification program, the CNA offers voluntary certification in English and French to registered nurses in such areas as perinatal care, oncology, community health, gerontology, emergency, nephrology and medical-surgical nursing.

“Nursing practice is becoming increasingly specialized and complex,” says CNA President Kaaren Neufeld, “and it is imperative that RNs keep in step with the latest developments. There are over 15,600 nurses in Canada who have earned their nationally recognized certification credential, an assurance that they are at the top of their game in their specialized field. RNs across the country proudly wear their certification pin as a badge of honour—and rightly so!”
At the JGH, 68 RNs are CNA-specialty-certified. In this way, they have received support in achieving professional nursing practice goals, as well as career goals in academic nursing—two priorities for our magnet hospital. The JGH Department of Nursing is extremely honoured and would like to thank Valerie Frunchak, Associate Nursing Director of Training and Development, Maternal-Child Health, for her contribution.

Leadership by the Council of Nurses is also critical to the Department of Nursing’s success in achieving its goals. Sophie Pouliot, RN, ended her three-year term as Council President and her contribution will be felt for years to come. The Department looks forward to the results of her continued work as our representative at the Montreal Regional Nursing Commission.

Finally, Nursing care extended beyond the walls of the hospital, with surgical services for JGH patients at the LaSalle Hospital. The partnered leadership of Associate Director of Nursing Valerie Vandal, RN, and Chief of Surgery Dr. Lawrence Rosenberg ensured the success and sustainability of this program. In addition, a new partnership among the JGH, CSSS Cavendish and the Mount Sinai Hospital offers new services for chronically ill patients suffering from chronic obstructive pulmonary disease. Senior Clinical Nurse Specialist Esther Dajcman, RN, is the first JGH Nurse to assume cross-appointments in all three centres, with an opportunity to nurse patients across all three sites and into their homes. Patients and their families are the first to benefit from this innovative method of ensuring continuity of nursing care throughout the trajectory of their illness.

Specialty Certification at the JGH

These nurses successfully completed their Canadian Nurses Association Specialty Certification in 2009-2010. The Department of Nursing is grateful to Anita David and the Gustav Levinschi Foundation for their generous support.

<table>
<thead>
<tr>
<th>Name</th>
<th>Hospital unit</th>
<th>Nursing specialty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lucie Boudeau</td>
<td>Intensive Care</td>
<td>Oncology</td>
</tr>
<tr>
<td>Diane Brault</td>
<td>Medicine</td>
<td>Medical-Surgical</td>
</tr>
<tr>
<td>Judith Brouillette</td>
<td>Neurology</td>
<td>Neuroscience</td>
</tr>
<tr>
<td>Jennifer Carbonneau</td>
<td>Oncology</td>
<td>Oncology</td>
</tr>
<tr>
<td>Joanne Côté</td>
<td>Coronary Care Unit</td>
<td>Cardiovascular</td>
</tr>
<tr>
<td>Anna D’Ambra</td>
<td>Emergency</td>
<td>Emergency</td>
</tr>
<tr>
<td>Kimani Daniel</td>
<td>Family Birthing Centre</td>
<td>Perinatal</td>
</tr>
<tr>
<td>Helen Deutsch</td>
<td>Oncology</td>
<td>Oncology</td>
</tr>
<tr>
<td>Émilie Gauthier</td>
<td>Coronary Care Unit</td>
<td>Cardiovascular</td>
</tr>
<tr>
<td>Heather Hall</td>
<td>4 Main</td>
<td>Palliative Care</td>
</tr>
<tr>
<td>Magalie Kaddis</td>
<td>Coronary Care Unit</td>
<td>Cardiovascular</td>
</tr>
<tr>
<td>Suzanne Mlakar</td>
<td>4 Main</td>
<td>Palliative Care</td>
</tr>
<tr>
<td>Chantal Paquette</td>
<td>Nephrology</td>
<td>Nephrology</td>
</tr>
<tr>
<td>Anne Ross</td>
<td>3 Northwest</td>
<td>Medical-Surgical</td>
</tr>
<tr>
<td>Jodi Tuck</td>
<td>Family Birthing Centre</td>
<td>Perinatal</td>
</tr>
<tr>
<td>Heather Wileman</td>
<td>5 West</td>
<td>Perinatal</td>
</tr>
</tbody>
</table>
The Auxiliary...

...it’s about people

We would like to congratulate our dedicated teams of volunteers and donors who were active in supporting The Auxiliary’s programs and services in 2009-2010. Their dedication and commitment enabled us to raise just under $1 million to purchase much-needed equipment, as well as supporting various programs and services at the Jewish General Hospital.

The year was a busy one, filled with exciting and rewarding projects and events. Especially notable was the launch of our Mobile Food Cart, which sells snacks in many of the hospital’s clinics and waiting rooms. Here are some of the other highlights:

- On Member Guest Day (Oct. 7, 2009), we welcomed new and current volunteers, the life-blood of The Auxiliary. Total membership is now 2,500 women and men.


- Proceeds from the Fall Fair and Raffle (Nov. 1 and 2, 2009) supported the Division of Neurosurgery’s Robotic Surgery Training Centre (the first in Quebec), the purchase of slide-labeling equipment in the Pathology Department and the acquisition of hysteroscopy equipment for the Women’s Care Centre.

- Sales, sales, sales (Dec. 2 and 3, 2009, and May 13, 2010) offered staff and the public a treasure trove of bargains. We were also active in ongoing sales of used books, collectibles from the showcase near the Légaré entrance, on-site vendors, gold parties, and tribute cards and funds. Commemorating the births of babies, we sell Teddy Bear plaques which are affixed to a mural in the Family Birthing Centre. Revenue came in from the outsourced Second Cup and Flore florist in the main lobby. In addition, The Auxiliary received revenues from the Mildred Lande Gift Boutique, sales of the Panache cookbook, Café de l’Atrium, Le Link Snack Bar and our partnership with Philips Lifeline, a personal-response provider.


- The sold-out Evening with Frannie Sheridan (Sept. 21, 2010) featured a brilliant solo performance, with proceeds supporting the Centre for Child Development and Mental Health.

The Auxiliary sponsors the Academic Enrichment Award, which supports the Department of Medicine in its professional development. Other projects include kosher Meals-on-Wheels; providing post-surgical cardiac patients with Helping Heart pillows to alleviate chest pain; supplying plastic belongings bags to patients in the ER and Day Surgery; blood donor drives; infant and child CPR courses; the therapeutic Dr. Clown program; layettes for mothers in need, and pacifiers for premature babies in the Neonatal Intensive Care Unit; the Care Cart and Humour Cart paying visits and providing videos; the Hospital Opportunity Program for Students, which gives secondary V high school students an inside look at healthcare careers.
Adding it all up
April 1, 2009 - March 31, 2010

Beds: 637

Total staff: 4,904
Attending doctors: 646
Medical residents: 228 based at the JGH

Total nurses: 1,493
Total student nurses trained: 650

Admissions (including newborns): 24,762
Patient days (including newborns): 206,912
Babies delivered: 4,498

Outpatient visits: 611,319
Emergency visits: 68,727

Surgery patients: 13,367

Physiotherapy: 51,993 treatment days

Prescriptions processed: 683,101

Radiology examinations: 180,103

Laundry cleaned per year: 2.6 million kilograms

Patient meals served: 668,877
Patient visits by nutritionists/dietitians: 26,577

Total volunteers: More than 1,000
## Financial report

### Sir Mortimer B. Davis – Jewish General Hospital

**Summarized Statement of Operations**

**For the year ended March 31, 2010**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Hospital operations $</td>
<td>Supplementary activities $</td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual budget</td>
<td>294,466,158</td>
<td>—</td>
</tr>
<tr>
<td>Patients</td>
<td>11,313,783</td>
<td>66,703,045</td>
</tr>
<tr>
<td>Other</td>
<td>5,425,802</td>
<td>4,599,279</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>311,205,743</td>
<td>66,703,045</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>138,772,590</td>
<td>24,467,738</td>
</tr>
<tr>
<td>Social benefits</td>
<td>55,944,528</td>
<td>5,898,713</td>
</tr>
<tr>
<td>Other</td>
<td>122,488,625</td>
<td>36,336,594</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>317,205,743</td>
<td>66,703,045</td>
</tr>
<tr>
<td><strong>Excess of expenses over revenues</strong></td>
<td>(6,000,000)</td>
<td>—</td>
</tr>
</tbody>
</table>
## Summarized Statement of Financial Position

### As at March 31, 2010

#### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2010 $</th>
<th>2009 $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating fund</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Due from Agence and ministère de la Santé et des Services Sociaux</td>
<td>36,774,106</td>
<td>31,292,390</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>7,943,185</td>
<td>6,632,735</td>
</tr>
<tr>
<td>Inventory</td>
<td>5,043,047</td>
<td>4,850,018</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>416,110</td>
<td>579,524</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>50,176,448</td>
<td>43,554,667</td>
</tr>
<tr>
<td><strong>Plant fund</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>1,515,468</td>
<td>7,295,395</td>
</tr>
<tr>
<td>Due from Agence and ministère de la Santé et des Services Sociaux</td>
<td>868,725</td>
<td>1,032,704</td>
</tr>
<tr>
<td>Sundry receivables</td>
<td>401,678</td>
<td>846,350</td>
</tr>
<tr>
<td>Deposit on fixed assets</td>
<td>1,857,827</td>
<td>258,123</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4,643,698</td>
<td>9,432,572</td>
</tr>
<tr>
<td><strong>Land, building and equipment</strong></td>
<td>243,706,977</td>
<td>231,445,426</td>
</tr>
<tr>
<td><strong>Grants received in advance</strong></td>
<td>(27,226,970)</td>
<td>(34,226,745)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>221,123,705</td>
<td>206,651,253</td>
</tr>
<tr>
<td><strong>Special fund</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>7,723,339</td>
<td>5,119,394</td>
</tr>
<tr>
<td>Temporary investments</td>
<td>—</td>
<td>2,241,511</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>26,602,000</td>
<td>24,133,420</td>
</tr>
<tr>
<td>Sundry receivables</td>
<td>130,980</td>
<td>117,200</td>
</tr>
<tr>
<td>Due from operating fund</td>
<td>2,454,418</td>
<td>2,819,337</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>36,910,737</td>
<td>34,430,862</td>
</tr>
</tbody>
</table>

#### LIABILITIES

<table>
<thead>
<tr>
<th></th>
<th>2010 $</th>
<th>2009 $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating fund</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank loans</td>
<td>68,740,500</td>
<td>55,141,714</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>51,057,749</td>
<td>51,723,969</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>737,386</td>
<td>515,143</td>
</tr>
<tr>
<td>Other</td>
<td>257,358</td>
<td>293,209</td>
</tr>
<tr>
<td>Due to special fund</td>
<td>2,454,418</td>
<td>2,819,337</td>
</tr>
<tr>
<td><strong>Deficit</strong></td>
<td>123,247,411</td>
<td>110,493,372</td>
</tr>
<tr>
<td><strong>(73,070,963)</strong></td>
<td></td>
<td>(66,938,705)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>50,176,448</td>
<td>43,554,667</td>
</tr>
<tr>
<td><strong>Plant fund</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank indebtedness</td>
<td>27,147,260</td>
<td>24,709,496</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>4,698,162</td>
<td>4,216,412</td>
</tr>
<tr>
<td>Accrued interest payable</td>
<td>908,668</td>
<td>1,032,704</td>
</tr>
<tr>
<td>Due to Sir Mortimer B. Davis Jewish General Hospital Foundation</td>
<td>11,885,353</td>
<td>8,888,880</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>44,639,443</td>
<td>38,847,492</td>
</tr>
<tr>
<td><strong>Long-term</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term debt</td>
<td>110,834,130</td>
<td>113,531,022</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>65,650,132</td>
<td>54,272,739</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>221,123,705</td>
<td>206,651,253</td>
</tr>
<tr>
<td><strong>Special fund</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>36,910,737</td>
<td>34,430,862</td>
</tr>
</tbody>
</table>
Our Leadership


THE JEWISH GENERAL HOSPITAL CENTRE BOARD OF DIRECTORS

President
Bernard Stotland, FCA

Vice-President
Richard Dubrovsky

Elected by the public
Brahm Gelfand
Stephen A. Vineberg
Jonathan Wener, C.M.
Alex Werzberger

Elected by members of the Council of Physicians, Dentists and Pharmacists
Dr. Melvin Schwartz

Elected by members of the Nursing personnel
Sonia Joly

Elected by members of the Multidisciplinary Council
Dr. Melvin Schwartz

Elected by members of the Users’ committee
Leonard Ellen
Dr. Frederick Lowy

Elected by members of the Foundation
Richard Dubrovsky

Elected by members of the Corporation
Stanley K. Plotnick

Appointed by non-hospital members of the Board
Steven Cummings, C.M.
Samuel Minzberg
Linny Blauer

Appointed by the Regional Health and Social Services Board
Steve Kaplan
Bernard Stotland, FCA

Appointed by resident staff
Dr. Adam Hofmann

Executive Director
Dr. Hartley Stern

COMMITTEES OF THE BOARD OF DIRECTORS

Audit Committee
Chair: Norman Daitschman, FCA

Clinical Ethics Committee
Chair: Dr. Carolyn Ellis

Finance Committee
Chair: Norman Daitschman, FCA

Humanization of Care Committee
Co-Chairs: Rosalie Johnson, Laya Feldman

Nominating Committee
Chair: Leonard Ellen

President’s Advisory Committee
Chair: Bernard Stotland, FCA

Quality and Risk Management Committee
Co-Chairs: Dr. Joseph Portnoy, Lynne McVey, RN, M.Sc.(A)

Research Ethics Committee
Chair: Dr. Carolyn Ellis

Revisions Committee
Chair: Dr. Frederick Lowy

SENIOR MANAGEMENT TEAM

Executive Director
Dr. Hartley Stern

Director, Professional Services
Dr. Joseph Portnoy

Director, Nursing
Lynne McVey, RN, M.Sc.(A)

President and Chief Executive Officer, JGH Foundation
Myer Bick

Director, Planning and Real Estate Development
Philippe Castel

Director, Human Resources
Beverly Kravitz

Director, Finance
Laurent D. Ziri

Associate Director, Finance
Jacques Misnachi

Director, Technical Services
Kotiel Berdugo

Assistant Director, Professional Services
Dan Gabay

Physician-in-Chief
Dr. Ernesto Schiffer

Chief, Department of Emergency Medicine
Dr. Marc Afflalo

Chief, Department of Oncology
Dr. Gerald Batist

Chief, Department of Surgery
Dr. Lawrence Rosenberg

Director, Information Services
Dr. Stephen Rosenthal

Director, Social Services and Administrative Coordinator (Physiotherapy and Occupational Therapy)
Allan Pack

Associate Director of Nursing, Medicine, Geriatrics and Mental Health
Isabelle Caron, N. M.Sc.

Associate Director of Nursing, Maternal Child Health and Staff Development
Valerie Fruchak, N. M.Sc.(A)

Associate Director of Nursing, Surgery
Valérie Vandal, B.Sc.N., DESS

Associate Director of Nursing, Cardiology and Critical Care
Johanne Boileau, N. M.Sc.

Nursing Coordinator, Nursing Resource Centre
Rosalie Johnson

Director, Public Affairs and Communications
Glenn J. Nashen

Member of the Executive Committee
STAFF COMMITTEES AND COUNCILS

MEDICAL EXECUTIVE COMMITTEE OF THE COUNCIL OF PHYSICIANS, DENTISTS AND PHARMACISTS

Chair:
Dr. Melvin Schwartz

Vice-Chairs:
Dr. Marc Afilalo
Dr. Simcha Kleiman

Treasurer:
Eva Cohen, DPH

Ex officio – Chair, Medical Advisory Committee:
Dr. Elizabeth Machamara

Ex officio – Director, Professional Services:
Dr. Joseph Portnoy

Ex officio – Director, Nursing:
Lynne McVey, RN, M.Sc.(A)

Ex officio – Chair, Medical Advisory Committee:
Dr. Elizabeth Machamara

MEDICAL ADVISORY COMMITTEE

Chair:
Dr. Elizabeth Machamara

Dr. Michael Malus

Dr. Roderick McInnes

Lynne McVey, RN, M.Sc.(A)

Dr. Calvin Melmed

Dr. Jeffrey Minuk

Dr. José Morais

Dr. Apostolos Papageorgiou

Dr. Joseph Portnoy (ex-officio)

Dr. Lawrence Rosenberg

Dr. David Rosenblatt

Dr. Stephen Rosenthal

Dr. Ernesto Schiffman

Dr. Melvin Schwartz

Dr. Alan Spatz

Dr. Hartley Stern (ex-officio)

Dr. Togas Tulandi

Dr. Carol Anna Vasilievsky

Dr. David Zukor

COUNCIL OF NURSES

President:
Sophie Pouliot

Vice-President:
Marineh Carapetian

Director, Nursing:
Lynne McVey, RN, M.Sc.(A)

Sonia Joly

Pat Martin

Rosalie Johnson

Karrie Lapage

Helene Deutsch

Debbie Tesdale

Nathalie Leon

Brigitte Carignan

MULTIDISCIPLINARY COUNCIL

President:
Louis-François Côté

Vice-President:
Ofélia Ribeiro

Georgiana Gheorghe

Suzanne Rouleau

Brahms Silver

HOSPITAL BOARD OF GOVERNORS

As at September 1, 2010

Honorary Presidents:

Dr. André Aisenstadt

James Alexander

Morton Brownstein, C.M.

Steven Cummings, C.M.

Leonard Ellen

Bernard J. Finestone C.D., C. de G.

Brahm Gelfand

Leo Goldfarb

Humphrey Kassie

Hon. E. Leo Kolber, O.C.

Samuel Minzberg

Stanley K. Plotnick

Herbert E. Siblin, C.M., FCA

Leonor Segal

Bernard Stotland, FCA

Maidy Teitelbaum

Gary Wechsler, CA

Edward Wittner

Jonathan Wener, C.M.

Sheila Zitter

Honorary Vice-President:
Mildred Lande, C.M.

Honorary Treasurer:

Honorary Secretary:

Honorary Legal Advisor:

Honorary Notary:

Auditors:

Governors:

Samuel Aberman

James Alexander

Joseph Basmaji

Aldo Bensadoun

Norma Cummings

Richard Dubrovsy

Salvatore Guererra

Gail Karp

Larry Kendall

Joel King

Charles Larente

Samuel Minzberg

Stanley K. Plotnick

Hyman Polansky

Alice Raby

Stephen F. Reitman

Marvin Rosenbloom

Alvin Segal, O.C.

Leonor Segal

Bernard Stotland, FCA

Maidy Teitelbaum

Gary Wechsler, CA

Edward Wittner

Jonathan Wener, C.M.

Representing the Auxiliary:
Linny Blauer

Phyllis Karper

Representing the Executive Committee of the Council of Physicians, Dentists and Pharmacists:

Dr. Melvin Schwartz

Executive Director:
Dr. Hartley Stern

Honorary Governors:

Hilke Becher

Harry J. F. Bloomfield, O.C.

Anna Brojde

Marjorie Bronfman, C.M.

Stephen R. Bronfman

Francois de Gaspe Beaubien

Arчи Deskir

Jean-Pierre Desrosiers

Aaron M. Fish

Paul Gallant

Bram Garber

Marc Gold

Beryl Goldman

David Granofsky

Ian Greenberg

Morton D. Gross

Stephen Gross

Hugh G. Hallward

Helaine Herman

The Hon. Pierre Marc Johnson

Thomas Kahn

Stephen Kaplan

Mervin Kerman

Maryn Kussner

Esther Landsman

Charles Lazarus

Frank Leboff, FCA

Boris G. Levine C.M, FCA

Susan Levine

Ben Levitt

Paul Lowenstein

Micheline Martin

Justice Herbert Marx

Sheldon Merling

Herbert Paperman

Lawrence Paperman

Sol Polachek

I.R. Ransen

Jeremy Reitman

Jack Richer, CA

Harvey Rosenbloom

Lyon Sachs

Martin Schwartz

Herschel Segal

Bernard J. Shapiro, O.C.

Claire Sheiner

Irving Teitelbaum

Herschel Victor, C.M.

incoming • deceased
Our Medical Team

DEPARTMENT OF ADULT CRITICAL CARE
Chief: Dr. Paul Warshawsky

DEPARTMENT OF ANAESTHESIA
Chief: Dr. Simcha Kleiman

DEPARTMENT OF DENTISTRY
Chief: Dr. Mel Schwartz

DEPARTMENT OF DIAGNOSTIC MEDICINE
Chief: Dr. Elizabeth Machamara
Division of Biochemistry
Chief: Dr. Elizabeth Machamara
Division of Clinical Microbiology
Chief: Dr. Mark Miller
Division of Hematology
Chief: Dr. Stephen Caplan
Division of Transfusion Service
Chief: Dr. Stephen Caplan

DEPARTMENT OF EMERGENCY MEDICINE
Chief: Dr. Marc Afflalo

DEPARTMENT OF FAMILY MEDICINE
Chief: Dr. Michael Malus

DEPARTMENT OF MEDICAL GENETICS
Chief: Dr. David Rosenblatt

DEPARTMENT OF MEDICINE
Physician-in-Chief: Dr. Ernesto Schiffrin
Division of Allergy and Immunology
Chief: Dr. Peter Small
Division of Cardiology
Chief: Dr. David Langleben
Division of Dermatology
Chief: Dr. Robin Billick
Division of Endocrinology
Chief: Dr. Mark Trifiro
Division of Gastroenterology
Chief: Dr. Albert Cohen
Division of Geriatric Medicine
Site director: Dr. Ruby Friedman
Division of Infectious Diseases
Chief: Dr. Mark Miller
Division of Internal Medicine
Chief: Dr. Rubin Becker
Division of Nephrology
Chief: Dr. Mark Lipman
Division of Pulmonary Diseases
Chief: Dr. David Small
Division of Rheumatology
Chief: Dr. Murray Baron

DEPARTMENT OF NEONATOLOGY
Chief: Dr. Apostolos Papageorgiou

DEPARTMENT OF NEUROSCIENCES
Chief: Dr. Jeffrey Minuk
Division of Neurology
Chief: Dr. Jeffrey Minuk

DEPARTMENT OF OBSTETRICS AND GYNECOLOGY
Chief: Dr. Togas Tulandi
Director of Gynecology: Dr. Cleve Ziegler

DEPARTMENT OF ONCOLOGY
Chief: Dr. Gerald Batist
Division of Palliative Care
Chief: Dr. Bernard Lapointe
Division of Radiation Oncology
Chief: Dr. Té Vuong

DEPARTMENT OF OPHTHALMOLOGY
Chief: Dr. Michael A. Kapusta

DEPARTMENT OF ORTHOPEDICS
Chief: Dr. David Zukor

DEPARTMENT OF OTOLARYNGOLOGY-HEAD AND NECK SURGERY
Chief: Dr. Saul Frenkel
Associate Chief: Dr. Michael P. Hier
Associate Chief: Dr. Jamie M. Rappaport

DEPARTMENT OF PATHOLOGY
Chief: Dr. Alan Spatz

DEPARTMENT OF PSYCHIATRY
Chief: Dr. Michael Bond
Division of Psychology
Chief: Dr. Zeev Rosberger

DEPARTMENT OF RADIOLOGY
Chief: Dr. Mark Levental
Division of Nuclear Medicine
Chief: Dr. Jerry Stern

DEPARTMENT OF SURGERY
Chief: Dr. Lawrence Rosenberg
Division of Cardiac Surgery
Chief: Dr. Jean-François Morin
Division of Colorectal Surgery
Chief: Dr. Philip H. Gordon
Division of General Surgery
Chief: Dr. Shannon Fraser
Division of Plastic Surgery
Chief: Dr. Tassos Dionisosopoulos
Division of Thoracic Surgery
Acting Chief: Dr. Martin Black

DEPARTMENT OF UROLOGY
Interim Chief: Dr. Serge Carrier

LADY DAVIS INSTITUTE FOR MEDICAL RESEARCH
Director: Dr. Roderick McInnes

EMPLOYEE HEALTH SERVICE
Dr. Martin Lipnowski

DEPARTMENT OF PHARMACY
Chief: Eva Cohen, DPH

As of September 1, 2010

Dr. Michael Gold was honoured for his 60 years of service to the hospital at the 2010 Annual General Meeting of the JGH in November. Dr. Gold joined the JGH in 1950 and has since held many senior positions, including Medical Director and Acting Physician-in-Chief, Director of Undergraduate Medicine and Director of Graduate Education. Today he continues to inspire new generations of clinicians through his teaching position at the hospital. Dr. Gold’s professional expertise, his keen abilities as a diagnostician and his warmth as a human being have endeared him to generations of patients and students.

Doctors who have served at the JGH for at least 50 years, in descending order of seniority:

- Dr. Harold Pomerantz
- Dr. Gregory Neiman
- Dr. Mervyn Gornitsky
- Dr. Morris Sabin
- Dr. Marvin Clamen
- Dr. Charles Gomberg
- Dr. Bernard Slomovitch
- Dr. Edward Slapcoff

For more information about the staff and achievements in each department and division, please visit JGH.ca/annual.
Since 1969, the Jewish General Hospital Foundation has conducted a dynamic fundraising program in support of the Jewish General Hospital (JGH), a 637-bed McGill University teaching hospital renowned for the excellence of its healthcare services and the calibre of its medical and research staff. As one of Quebec’s leading acute-care hospitals, providing general and specialized care to a diverse patient population, the JGH plays a vital role in the Quebec healthcare system. Thanks to a productive partnership between our dedicated staff and passionate volunteers, the hospital and its patients have benefited greatly from the Foundation’s many fundraising initiatives.

**Mission statement**

Our mission is to advance health care and medical research for the people of Quebec by supporting Montreal’s Jewish General Hospital, a tertiary-care, McGill University teaching hospital.

The Foundation provides essential assistance to the hospital to enhance its extraordinary patient care, to further scientific discovery and to acquire the most recent and innovative medical equipment.

We partner with inspired members of the community to implement a wide variety of fundraising initiatives to achieve these ambitious goals.

**Values**

*Focus and direction*

We are clearly aligned with our goals and united in the pursuit of our mandates. We share a sense of common purpose and priorities with our stakeholders.

*Integrity*

We are committed to performing our activities with respect and transparency. All board members, management, staff and volunteers meet the highest standards of personal and professional integrity.

*Openness*

We encourage new ideas and feedback, and we respect differences with a spirit of inquiry and sensitivity. We work in an open environment where we continuously seek to understand the needs, interests and opinions of others.

*Trust and mutual respect*

We are guided by mutual respect in interactions with our staff, board members, donors and volunteers, and are committed to building long-term relationships based on trust and fairness.

*Responsibility and accountability*

We are dedicated to being fiscally responsible with the funds entrusted to us by our donors, and we are accountable to our stakeholders.
Rising to the challenge

In this milestone 75th anniversary year, the JGH has continued to build upon the enduring values and qualities which motivated its founders in 1934 and make the hospital such a special and valued institution today: commitment, compassion for and excellence in providing the best care for all.

The JGH is a special place because of the people who work here, the community who built our hospital, and the numerous private donors and partners who care, contribute—both intellectually and financially—and demonstrate their commitment year after year. The strong partnership between those we serve and our many supporters is what enables us to make things happen; it empowers us to deliver the level of excellence our fellow citizens from Montreal and Quebec expect from their hospital in terms of access and quality of care.

This year’s exceptional accomplishments are a testament to the tremendous power of this partnership to overcome any challenge, even a world economy in turmoil. First among these is the successful conclusion of the Power to Heal campaign which, thanks to the support and generosity of our private donors and partners, as well as the dedication and hard work of our many canvassers and volunteers, has not only reached but surpassed its $200 million goal. We are deeply grateful to the Campaign’s devoted Co-Chairs, Morton Brownstein, C.M., and Edward Wiltzer, for their unrelenting passion and commitment, and for providing us with the inspiration and impetus to rise to the challenge and bring to fruition the largest and most ambitious fundraising campaign in JGH history.

The Weekend to End Breast Cancer celebrated its fifth year in high fashion: First, with an expanded mandate, as this marquee event now serves as an inspiration for our community to unite in the fight against all women’s cancers; and second, with an impressive 2,195 participants who raised $5.7 million in support of the JGH’s Segal Cancer Centre.

This year also marked the launch of the first-ever Ride to Conquer Cancer. 1,450 enthusiastic and determined cyclists from across the province completed the demanding, but fulfilling two-day, 270-kilometre journey from Montreal to Quebec City, raising an incredible $5.7 million in support of cancer research, prevention and treatment at the Segal Cancer Centre, as well as the Trois-Rivières Regional Hospital Centre (CHRTR), the Quebec University Hospital Centre (CHUQ) and the Gatineau Health and Social Services Centre (CSSS).

From golf and tennis tournaments to elegant soirées and sporting events, other fundraising events hosted during the year by the Foundation and by interested third parties grossed over $5.4 million, showcasing the extraordinary support the JGH enjoys from every sector in Montreal and beyond. Our annual direct mail program grew to $951,432. Our tribute funds, which include Honour Funds that commemorate special occasions, and Memorial Funds that honour the passing of a loved one, raised $554,484.

Altogether, these initiatives have allowed us to support novel research in many fields of investigation; acquisition of sophisticated technology that enables the JGH staff to do the best job they can; establishment of endowment funds to attract and recruit the best health professionals; ongoing operation of innovative and vital programs, such as the Bell Canada Adolescent and Young Adult Oncology Program, the Cancer Nutrition-Rehabilitation Program and the Louise Granofsky Psychosocial Oncology Program; and the purchase of beds and patient room furnishings throughout the hospital as part of the ongoing Feeling Bedder campaign. They have also fuelled many important achievements, including the establishment of the Segal McGill Chair in Molecular Oncology; the development of the Adler/Shine Fer Patient and Family Support Program in the Intensive Care Unit; much-needed renovations to the 6 North West Geriatrics Medicine Nursing Unit; expansion and renovation of the Divisions of Cardiology and Endocrinology Ambulatory Centres; relocation of the Department of Obstetrics-Gynecology to modern, renovated facilities in the new Pavilion H; renovation of the Rheumatology Outpatient Clinic; and construction of the very first Centre for Child Development and Mental Health in Quebec.

With the creation of our Next Generation Committee in September 2009, we initiated an important move to reach out to and engage a whole new generation of young professionals and lay leaders to carry on the JGH’s tradition of generosity, dedication and commitment in providing outstanding medical care, research and teaching for the benefit of the people of Quebec.

Even as we take stock of how much was accomplished in the past year and through the Power to Heal campaign, our eyes are already turning towards the future and the great promise it holds. Health care is in an era of rapid progress and evolution and in the upcoming year we will embark on an even more ambitious fundraising campaign to ensure that our fellow citizens from all over Montreal and Quebec reap the full benefits of these advances. The following projects are part of our plan to build the hospital of the future with the very best people, equipment, facilities and programs to meet the changing needs of our patients and the community we serve:
and ever-increasing healthcare needs of Quebecers and overcome the challenges facing our healthcare system as a whole:

- Establishment of additional McGill chairs based at the JGH to attract the best physicians and researchers in the world and foster medical education and research excellence in many specialties.

- Major expansion of the IT Department, both in terms of infrastructure and applications, to leverage the full potential of information technology to deliver world-class patient care, research and teaching.

- Acquisition of the latest and most sophisticated medical technology, equipment and furniture for Pavilion K to ensure that this new critical care pavilion—currently under construction—reaches its full potential and yields maximum benefits for patients from all over Quebec.

- Creation of the Program for Alzheimer’s Disease and Dementia (PADD) to improve access to services, enhance diagnosis and treatment, and support research leading to the prevention and cure of a disease that has the potential to turn into an epidemic of disastrous proportions.

- Building of the Peter Brojde Centre for Lung Cancer, a patient-centred facility where traditional Chinese medicine, herbs and other complementary and mainstream treatments will be combined to promote patient health, healing, and treatment efficacy.

- Building of a new Molecular Pathology Institute, paving the way for personalized medicine—a more targeted and effective approach to care.

- Creation of the Skin Cancer Centre and National Skin Cancer Tumour Registry, which will lead the way in the fight against the most common and fastest growing form of cancer.

- Acquisition of a second MRI scanner to provide faster, safer diagnosis and care to more patients—cancer patients in particular.

- Creation of the Centre of Excellence in Spinal Surgery, which will extend the benefits of minimally invasive spinal surgery and other leading-edge surgical procedures across Quebec.

- Establishment of an Endowment Fund for Fellowships in Orthopedic Surgery, which will ensure continued access to the most advanced clinical and surgical orthopedic care for all Quebecers.

These vital areas of innovation will result in enhanced healthcare outcomes for all the communities we serve, and are wonderful examples of how the JGH Foundation can partner with donors to improve access and provide the best care for all. Please visit our website at jghfoundation.org, where many of these exciting projects are presented in detail under the Campaign tab.

We are confident that together we can rise to the challenge again and achieve our common goal of better health and better healthcare for the people of Montreal and Quebec, now and in the future. We are looking forward to renewing and extending our fruitful partnership in the exciting year ahead. May we grow together in health!

Maximize the impact of your contribution

Making an online donation and/or joining our Monthly Giving Program is not only easy, convenient and safe, it greatly helps to reduce our mailing and administrative costs so that more funds can go straight to where they are needed most. It also supports our efforts to be more environmentally friendly.

To donate online, simply visit jghfoundation.org today. To join the Monthly Giving Program and make a difference every day, call 514-340-8222, extension 5838.

Other ways to support the JGH

By switching to Charitel as your telecommunications provider, not only will you enjoy low rates on your residential phone lines, long-distance calls and high-speed Internet, you will support outstanding research and patient care at the JGH, month after month, at no cost other than your goodwill.

For more information or to sign up, please visit charitel.ca or call 1-866-940-6070. Don’t forget to mention that you want to support the JGH Foundation.
Financial report

Sir Mortimer B. Davis Jewish General Hospital Foundation
Summarized Statement of Financial Position
As at March 31, 2010

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2010 $</th>
<th>2009 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>17,863,253</td>
<td>34,213,633</td>
</tr>
<tr>
<td>Marketable securities, at quoted values</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>16,256,844</td>
<td>17,053,309</td>
</tr>
<tr>
<td>Equities</td>
<td>88,690,571</td>
<td>64,759,687</td>
</tr>
<tr>
<td>Interest and sundry receivables</td>
<td>250,845</td>
<td>753,332</td>
</tr>
<tr>
<td>Loan receivable</td>
<td>6,877,671</td>
<td>—</td>
</tr>
<tr>
<td>Due from Hospital</td>
<td>11,002,171</td>
<td>8,872,467</td>
</tr>
<tr>
<td>Pledges receivable</td>
<td>33,290,367</td>
<td>29,240,490</td>
</tr>
<tr>
<td>Property and equipment</td>
<td>1,966,312</td>
<td>2,071,613</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>176,198,034</strong></td>
<td><strong>156,964,531</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sundry liabilities</td>
<td>467,336</td>
<td>249,451</td>
</tr>
<tr>
<td>Deferred pledges and contributions</td>
<td>48,977,962</td>
<td>40,498,277</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>49,445,298</strong></td>
<td><strong>40,747,728</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FUND BALANCES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance – beginning of year</td>
<td>116,216,803</td>
<td>131,483,923</td>
</tr>
<tr>
<td>Excess of revenues over expenses and allocations (excess of expenses and allocations over revenues)</td>
<td>10,535,933</td>
<td>(15,267,120)</td>
</tr>
<tr>
<td>Balance – end of year</td>
<td><strong>126,752,736</strong></td>
<td><strong>116,216,803</strong></td>
</tr>
<tr>
<td><strong>Total Fund Balances</strong></td>
<td><strong>176,198,034</strong></td>
<td><strong>156,964,531</strong></td>
</tr>
</tbody>
</table>

Destination of each dollar raised in 2009-2010
(Excluding funds raised from events and revenues from investments)

- Construction, renovations and equipment 47.8%
- Hospital programs 18.9%
- Endowment allocations 6.5%
- Administration 5.1%
- Innovation fund 10.0%
- Research and academic enhancement 11.7%

You have the Power to Heal!
## JGH Foundation Annual Report 2009-2010
### Sir Mortimer B. Davis Jewish General Hospital Foundation
#### Summarized Statement of Earnings
For the year ended March 31, 2010

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DONATIONS AND FUNDRAISING REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations and fundraising</td>
<td>39,005,640</td>
<td>34,107,433</td>
</tr>
<tr>
<td>Net transfers (to) from deferred contributions from fundraising events</td>
<td>(4,338,382)</td>
<td>4,297,082</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>34,667,258</td>
<td>38,404,515</td>
</tr>
</tbody>
</table>

**EXPENSES**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activities and campaign</td>
<td>8,522,323</td>
<td>6,114,622</td>
</tr>
<tr>
<td>Administration</td>
<td>1,989,424</td>
<td>1,757,968</td>
</tr>
<tr>
<td>Amortization</td>
<td>161,701</td>
<td>142,108</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>10,673,448</td>
<td>8,014,698</td>
</tr>
</tbody>
</table>

**Net income before investment income and allocations**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>23,993,810</td>
<td>30,389,817</td>
</tr>
</tbody>
</table>

**Investment Income (Loss)**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment income (loss)</td>
<td>10,093,537</td>
<td>(8,697,942)</td>
</tr>
<tr>
<td>Unrealized increase (decrease) in value of marketable securities</td>
<td>6,632,241</td>
<td>(17,256,315)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>16,725,778</td>
<td>(25,954,257)</td>
</tr>
</tbody>
</table>

**Allocations to the Sir Mortimer B. Davis Jewish General Hospital and other establishments**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research and academic enhancement</td>
<td>3,659,820</td>
<td>2,580,307</td>
</tr>
<tr>
<td>Capital projects</td>
<td>16,985,202</td>
<td>7,337,480</td>
</tr>
<tr>
<td>Other Hospital activities</td>
<td>6,737,873</td>
<td>7,159,526</td>
</tr>
<tr>
<td>Endowment allocations</td>
<td>2,296,653</td>
<td>2,462,867</td>
</tr>
<tr>
<td>Other establishments</td>
<td>504,107</td>
<td>162,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>30,183,655</td>
<td>19,702,680</td>
</tr>
</tbody>
</table>

**Excess of revenues over expenses and allocations (excess of expenses and allocations over revenues)**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10,535,933</td>
<td>(15,267,120)</td>
</tr>
</tbody>
</table>

### Innovation Fund

This year, at the request of the hospital, the JGH Foundation established an Innovation Fund, whereby 10% of all gifts (except events) is directed to essential hospital services and critical innovations. The Innovation Fund is designed to respect donor choices while maximizing the impact of donor support, based on the fact that all hospital departments are interdependent and that areas designated for donations could not function properly without these essential services. For example, gifts that are designated for cancer research will also contribute via the Innovation Fund to Pathology and Radiology, which are essential to cancer diagnosis, research and treatment.
You have the Power to Heal!
Board Committees 2009-2010

**Investment and Finance Committee**
- H. Arnold Steinberg, C.M., Chair
- Myer Bick (ex officio)
- Michel Boucher
- Richard Dubrovsky
- Irwin Kramer, CA
- Ted Matthews (ex officio)
- Jacques Misrachi, CA (ex officio)
- Joel Raby
- Allan Schouela
- Joel Segal
- Dr. Hartley Stern (ex officio)
- Bernard Stotland, FCA
- Gary Wechsler, CA
- Laurent D. Ziri, CA (ex officio)

**Audit Committee**
- Ted Matthews, Chair
- Myer Bick (ex officio)
- Warren Chisling, CA
- Jean-Pierre Desrosiers, FCA
- Richard Dubrovsky (ex officio)
- Carla Erlick
- Irwin Kramer, CA
- Miles Leutner
- Jacques Misrachi, CA (ex officio)
- Stephen Redding
- David Schwartz, CA
- E. Stephen Segal
- Larry Sidel (ex officio)
- Dr. Hartley Stern (ex officio)
- Bernard Stotland, FCA (ex officio)
- Edward Victor, FCA
- Richard Vineberg, FCA (ex officio)
- Gary Wechsler, CA (ex officio)
- Lawrence Yelin
- Irwin Zelniker
- Laurent D. Ziri, CA (ex officio)

**Corporate Governance Committee**
- Justin Vineberg, Chair
- Myer Bick (ex officio)
- Richard Dubrovsky
- Samuel Minzberg
- Bernard Stotland, FCA
- Robert Vineberg
- Gary Wechsler, CA
- Lawrence Yelin

**Human Resources Committee**
- Allen F. Rubin, Chair
- Myer Bick (ex officio)
- Richard Dubrovsky
- Samuel Minzberg
- Bernard Stotland, FCA
- Larry Sidel (ex officio)
- Gary Wechsler, CA

**Strategic Planning Committee**
- Howard Dermer, Chair
- Myer Bick (ex officio)
- Samuel Minzberg
- Dr. Hartley Stern
- Bernard Stotland, FCA
- Gary Wechsler, CA
- Edward Wiltzer

**Nominating Committee**
- Richard Dubrovsky, Chair
- Myer Bick (ex officio)
- Samuel Minzberg
- Dr. Hartley Stern
- Bernard Stotland, FCA
- Gary Wechsler, CA
- Edward Wiltzer