



Centre universitaire de santé McGill
McGill University Health Centre



IN THEIR OWN WORDS

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Today, through the formal creation of the McGill University Health Centre

Development Corporation, we give the green light for laying the first stone of what will be a spectacular leap in our ability to treat, train, research, develop, and continue to be a world-class health-care institution of international scope. This is a great day, not only for McGill, Montreal and Quebec, but first and foremost for patients, for those who are sick and in distress.

In five years, the Glen Yard will be transformed into a prestigious institution, a great institution, for McGill, for Montrealers, for Quebecers and for the world.

”



Rény Trudel, Quebec Minister of Health and Social Services at the September 21st press conference announcing the creation of the McGill University Health Centre Development

Corporation (Société d'implantation du Centre universitaire de santé McGill).

THE GLEN NEWS

A PUBLICATION OF THE MUHC FOUNDATION

Campaign Chairman Appointed

On September 23, the MUHC Foundation Board of Directors ratified the appointment of Mr. John A. Rae as Chairman of the MUHC's Capital Campaign.

Rae's nomination received swift and unanimous support and signaled the start of what will be one of the most important fundraising efforts ever undertaken in the health sector.

"John Rae was the obvious choice," says Dr. Richard L. Cruess, co-chair of the Foundation's Campaign Preparatory Task Force, which had been mandated to search for a campaign chair. "He is a respected business leader. He has a firm understanding of the commitment required and of the very great impact that this hospital will have on the future of medicine in our community. Above all, he knows how to get things done."

Rae is the Executive Vice-President, Office of the Chairman of the Executive Committee of Power Corporation of Canada. He moved to the firm in 1971 after a four-year stint as Executive Assistant to the federal Minister of Indian Affairs and Northern Development. His extensive campaign leadership experience includes serving as vice-chair of Queen's University's \$200 million capital campaign. He is currently Chair of the university's Board of Trustees. He has also chaired the National Campaign for the Prime Minister's Leadership Campaigns in 1984, 1989, and 1990 and was Coordinator for the National Campaign of the Liberal Party of Canada in the 1993, 1997, and 2000 elections.

"Nothing is more important to a community than the excellence of its hospitals," says Rae. "I am looking forward very much to working with representatives from all the diverse groups of our city and building a most successful campaign team."

The creation of the MUHC's new facility is an important step in redefining the way health care is delivered. As such it will require a tremendous amount of public and private sector cooperation. "I am extremely pleased that John Rae has accepted to serve as chairman of this campaign," says David Culver, MUHC Chairman, "because he brings with him a profound understanding of the magnitude and importance of this project to Montreal, to Quebec and to the rest of the country."

Within the next two months, Rae, together with MUHC Foundation representatives, will put together a campaign cabinet that will establish the timelines and objectives for the Quiet Phase.



JOHN A. RAE

Progress on all fronts



ALEX PATERSON

As this is the first Glen News since the tragic events of September 11, 2001, I wish to express my deepest sympathy to all those in the MUHC and related institutions who have been affected.

I would also like to acknowledge the actions of MUHC residents who went to New York to give assistance and help in the caring of the injured victims. We have reason to be proud of and grateful for their immediate supportive acts.

Five years to go until the new hospital is opened. That was the message delivered by Health Minister Rémy Trudel, on September 21 during a press conference announcing the creation of the MUHC Development Corporation and the naming of its board members.

His confidence and enthusiasm are understandable given the context of a very productive summer.

Firstly, the Glen site was acquired on June 29 by the provincial government for the purpose of building the MUHC's new hospital.

Secondly, the Société d'implantation du Centre universitaire de santé McGill, the corporation which will be responsible for building the hospital was created by Order in Council and was announced September 21.

Thirdly, John Rae, Executive Vice-President, Office of the Chairman of the Executive Committee of Power Corporation of Canada, was named by the Foundation Board at its September 23 meeting to chair the Capital

Campaign, which will begin its Quiet Phase as soon as the cabinet is selected.

Fourthly, the report of "The Reuse of the Existing Buildings of the McGill University Health Centre" by the Consultative Committee, outlining several plausible uses of our present sites was presented to the MUHC Board of Directors August 31.

Lastly, the functional programming groups examining the details of what the new hospital requires have been formally concluded and their report is expected by Spring 2002.

Ever since I was asked by our foundations and the MUHC to organize a Foundation and a Capital Campaign back in 1998, I have felt like a horse, locked in his stable and unable to get out on the track and start the race.

With the foregoing events completed, I am now ready to turn over the Foundation Chair to my very qualified successor and to begin the run for the much needed funds from the private sector. I know that many of you are equally anxious to begin.

I have had the privilege of working with wonderful colleagues both within the hospitals and in the foundations over these last three years. I hope that together we have sown the seeds for a future health system and hospital that will offer tremendous benefits to patients, and that will provide a superb site and work environment for all who labour in the McGill health field.

Let the campaign begin! I look forward to seeing you on the campaign trail!

Alex K. Paterson
Chairman, MUHC Foundation

Functional Programming Work in Its Final Stages

Over 700 nurses, patient representatives, physicians, social workers and other allied health-care professionals wrapped up their Functional Programming Group (FPG) meetings this August. Building on recommendations from Task Force and Master Programming groups, the 73 FPGs each met three to five times over five months to analyze space and operational matters, bringing the consultation phase of planning to a total of 20 months.

"Our challenge now," says Imma Franco, Associate Director for Programs and Services, MUHC Planning Group, "is to organize and analyze all this information—to inte-

grate all the pieces into a complete and coherent format—so that we can arrive at a detailed picture of the organizational, spatial and operational needs of the MUHC."

Working with Kurt Salmon Associates, the planners are refining a database with more than 7,000 entries from material gathered in 73 stand-alone documents for particular areas, removing spaces that were redundant when information was compiled and adding areas that were omitted. Once complete, these findings will offer an overall view of the facility, and will go to the Central Administrative Planning Committee and to the Glen Project Steering Committee for review. Plans

that give a global view of the project will then be developed and submitted to the newly-formed MUHC Development Corporation (or MUHC DC) for review.

"As planning evolved, material surfaced that was previously unknown. For instance, existing statistics on exam room and nursing visits under-represented actual visits, so our planning projections had to be increased. Between the master and functional programming phases, the project grew significantly," says Franco. "Its size will have to be reduced and it's an understatement to say that the decisions we

(see *Functional Programming* on page 3)

Reuse Committee Tables Report

Three rounds of public consultation hearings on the reuse of the McGill University Health Centre's (MUHC) existing buildings took place over the course of last winter, generating passionate responses from many participants. On August 31, 2001, following seven months of intensive study that included reviewing at least 23 individual proposals, the Consultative Committee on the Reuse of the Existing Buildings of the MUHC presented its findings to the MUHC board.

The complexity of this task, undertaken by Chairman Roy Heenan and Commissioners Senator Joan Fraser and Michel Yergeau, is not to be underestimated; the five institutions represent an important heritage of Montreal's anglophone community and have considerable landmark and historic value.

Following presentations from various government agencies, the Committee acknowledged that notwithstanding the community's con-

tributions to building and maintaining these institutions, the "right to make available, to sell, or to otherwise dispose of the buildings...is not within the exclusive powers of the M.U.H.C." However, the MUHC does have an important and responsible stewardship role to play. As such, the Committee recommended that the MUHC remain fully involved in all decisions related to the reuse of the buildings, and urged the establishment of "strict criteria for the re-development and a responsible entity empowered to ensure the application of these criteria."

Highlights

Participants agreed that every effort should be made to protect both the buildings' integrity and public access to Mount Royal Park. A desire also clearly emerged that the buildings continue to serve public needs insofar as possible where public financing is available.

Acknowledging that public financing would be insufficient to convert all buildings for public use, the Committee recommended a mix of

public and private use of the sites. Highlights for reuse of the buildings include:

- Extending the Institut de recherches de Montréal on two lots of the Montreal Chest Hospital site
- Expanding teaching and research facilities for McGill's Faculty of Medicine into the current Montreal Neurological Institute
- Creating student residences for McGill in the Women's Pavilion of the Royal Victoria Hospital
- Designating a centre for long-term or geriatric care or both for the anglophone community to meet a recognized shortage
- Exploring funding for an Environment or Peace Institute
- Allowing private use of residual lands for residential rental space or condominiums or both.

For a complete copy of the Report, please contact Joy Berger of the MUHC Planning Group at (514) 934-5060 extension 401 or by email: joy.berger@muhc.mcgill.ca



Walkabout

A bagpiper leads participants, including MUHC Foundation Chairman Alex Paterson (right), part way around the 43-acre Glen site during one of three sessions of the June 12 Walkabout. The Walkabout, hosted by the Friends of the MUHC and the MUHC Foundation, was an enormous success, generating enthusiasm for the Glen project and bringing together almost 500 participants. They toured the MUHC's current sites and their previous incarnations on guided buses, learning about the interrelated history of each before arriving at the new site for an information session about the new hospital. Participants included members of the Friends of the MUHC, the MUHC Volunteers, the Boards of Directors of the MUHC, the MUHC Foundation and the constituent foundations, as well as from the Centre hospitalier de l'Université de Montréal (CHUM) and its Société d'implantation (SICHUM). The Walkabout took place 17 days before the Quebec government announced on June 29 that it had finalized the purchase of the land from CP Rail, securing the site for the MUHC.

Functional Programming

(continued from page 2)

need to make to get there are incredibly difficult. At least now we have precise numbers—we're in a stronger position to make appropriate, defensible recommendations."

The timeline of the project indicates that the MUHC DC will work in conjunction with the Quebec government, and tenders for design architects will likely go out as soon as next summer. Additionally, the Agence métropolitaine de transport is to vacate the land by September 2002. Throughout the planning process, the MUHC has stayed in close touch with its counterpart, the Centre hospitalier de l'Université de Montréal (CHUM), which is preparing its own report this fall.

Planning Group Tenders Request for Proposals

In September the MUHC Planning Group invited requests for proposals on two crucial aspects of the Glen project: an Urban Development Program and a Site Development Plan before conceptual architectural plans are drawn up. The Planning Group is in the process of selecting firms for these mandates. Work is expected to be complete by Spring 2002.

Based on information from the final Functional Program (FP), the Site Development Plan will give a clearer idea of what the project could look like, considering the various constraints and requirements that have been identified to date such as access and on-site traffic and parking. It will include a visual interpretation of the volumetric and spatial organization of the hospital's major components, and will outline strategies for site development in the future. Serving as a com-

munication tool, the Site Development Plan will accompany the FP when presented to the MUHC Board of Directors and the Ministry of Health and Social Services.

The Urban Development Program will integrate all or part of the Site Development Plan and will include the information required to apply for municipal approval and zoning changes. The urban planning firm chosen for this task will be mandated to describe the current economic context of the surrounding area and address the impact of the new facility on the surrounding urban fabric, allowing city planners to manage the transformation of the sector. It will also develop urban integration principles to guide the eventual design architect in designing a facility that is in harmony with its surroundings.

A Special Invitation

The MUHC Foundation's second Annual General Meeting will be held on October 23, 2001 at 5:00 P.M. in the Sir William Osler Amphitheatre at the Montreal General Hospital site, Room A6-105. Dr. Hugh M. Scott, Executive Director of the MUHC, will speak to the question of whether a two-tiered health system is inevitable. Please join us. R.S.V.P.: Manon Desgent at: (514) 931-5656, manon.desgent@muhc.mcgill.ca

Updated Tour in the Works

Within weeks, the MUHC Foundation will unveil the second generations of its virtual tour and maquette. These information and communication tools will represent the latest thinking surrounding the functionality of the new health centre and will be based on updated planning information from the Functional Programming Groups. Previously, these items were taken on the road by MUHC Foundation staff as part of a travelling information show that reached nearly 2,000 people both within the hospital and in the external community. With this incarnation further efforts will be made to reach out to as many people as possible, with information sessions to be hosted by Foundation staff and members of the Friends of the MUHC.

GLEN PROJECT TIMELINE

1992

Quebec provides \$250,000 for pre-feasibility study.

1995

MUHC Planning Office established.

1997

Hundreds participate in developing and proposing a new vision for patient care in the 21st century, and issue two detailed reports. Study undertaken on the reuse options for existing buildings.

1999

Quebec gives green light to proceed with master and functional programming, and reserves Glen site for MUHC.

2001

Functional Programming begins. Architect selected and design begins in parallel with Master/Functional Programming.

2002

Groundbreaking and construction commence.

2005

As facilities completed, commissioning and moving in begin. Montrealers welcome North America's newest and best health-care facility.

1994

Study recommends new construction as best use of public money. Quebec provides another \$6 million for detailed feasibility studies. Five MUHC partners sign commitment to merge.

1996

Panel of community volunteers begins to evaluate potential sites.

1998

Four institutions officially merge to form MUHC. Report to government recommends Glen site as most appropriate for access, size, topography, low pollution and noise.

2000

Master Programming for the Glen begins.

The Glen News is published by the MUHC Foundation, 2155 Guy St., Suite 900, Montreal, Quebec H3H 2R9. For information, please contact the editor, Sami Antaki at (514) 931-5656; fax: (514) 931-5696; e-mail: foundation@muhc.mcgill.ca www.muhcfoundation.com

Publication Mail Permit #: 1822454