



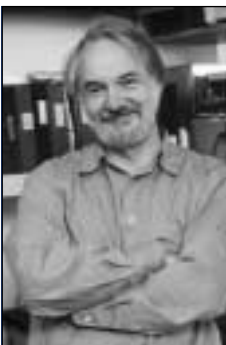
Centre universitaire de santé McGill  
McGill University Health Centre



### IN THEIR OWN WORDS

“ My laboratory is studying the genetic factors that predispose people to tuberculosis and leprosy, two important mycobacterial infections that affect and kill an estimated three million people each year. Breakthroughs in this and any kind of research of course require state-of-the-art technology; but there is no substitute for face-to-face communication. The MUHC's move to the Glen site will support collaboration and communication among Research Institute investigators, since we will all be working under the same roof.

One major benefit of the new Glen site is that it will link clinical diagnostic and treatment centres with the related research laboratories. This design facilitates better interaction and sharing of information between research laboratories and the clinic that may one day lead us to find more effective treatments. ”



*Dr. Erwin Schurr,  
Research Institute of  
the MUHC,  
Department of  
Medicine and  
Infection and  
Immunity Axis of the  
Research Institute*

# THE GLEN NEWS

A PUBLICATION OF THE MUHC FOUNDATION

## Development Corporation Swings into Action

When Health and Social Services Minister Rémy Trudel announced the creation of the Société d'implantation du Centre Universitaire de santé McGill (SICUSM) on September 21, he was announcing more than just the establishment of an organization that will oversee the construction of the MUHC's Glen project. Trudel, in no particular order, was:

- reiterating the government's longstanding commitment to the project
- ensuring that the visioning and internal MUHC planning is enhanced by private and public sector experience and thinking
- developing a process to facilitate the bureaucratic process of generating government approval
- providing a framework and resources for working through the planning, construction and financing aspects of the project.

The SICUSM or MUHCDC as it is known in English is a subsidiary of the Corporation d'hébergement du Québec (CHQ), a Quebec government agency under the Ministry of Health and Social Services. Among the CHQ's responsibilities are planning, managing and funding the construction of new infrastructures in Quebec's health and social services sector, as well as providing technical and financial expertise. It will be the official channel for project funding from the public sector. It is expected that the MUHCDC will also oversee the eventual reuse of the MUHC's existing buildings.

To date, the MUHCDC is comprised of nine board members, four of whom were named by the Ministry of Health and Social Services and four by the MUHC. Founding MUHCDC Chairman, Mr. David Culver, was jointly nominated and appointed. In due course, the MUHCDC will name its CEO and will engage the services of a project manager.

Among the strengths of the MUHCDC Board of Directors is that its members bring with them tremendous experience from professional backgrounds that range from business, law, and architecture to education and the health services sector.

This experience became immediately apparent during the MUHCDC's orientation retreat held October 29 and 30. Ostensibly designed to bring board members up to speed with the project, the retreat quickly evolved into a working session during which members began addressing certain complex subjects such as the overall size and cost of the project, the building of a case for support, and complementarity with the project planned by the Centre hospitalier de l'Université de Montréal (CHUM). The group will meet monthly until construction is completed in 2006.

*(see Development Corporation on page 3)*

# On track for our future



PETER O'BRIEN

At the MUHC Foundation's Annual General Meeting, Alex Paterson, our founding chairman recounted the story of his first relay race and of the lessons he learned then about teamwork and running to the finish line. I am honoured to have received the baton that is the chairmanship of the MUHC Foundation from someone who has run so far, so long and so tirelessly on behalf of the McGill University Health Centre. I fully

expect that Alex will continue running on behalf of the MUHC and its Capital Campaign until we collectively cross the finish line at the Glen site.

Those of you who have seen Alex in action in one of the myriad of important volunteer positions he's held over the years will know that he passed on to me a foundation that is in good shape and hitting its stride.

The capital campaign on behalf of the MUHC's new hospital on the Glen site is a challenge that we are eager to take up jointly and with the full support of all of the foundations and fundraising professionals of every part of the MUHC family. The responsibility to succeed is ours collectively. What this means in large part is ensuring that all those who support the various parts of the MUHC—the Montreal Children's Hospital, the Montreal General Hospital, the Montreal Neurological Hospital, the Royal Victoria Hospital, the Montreal Chest Institute, and the MUHC Research Institute—continue to do so in full knowledge that the Glen site is the future of each and every one of these institutions. Their interest in and commitment to the current sites must be as portable as the doctors, nurses, researchers and health-care professionals who have earned our

respect and gratitude, and who will continue to do so at the Glen.

The successful outcome of this campaign will be measured both in financial terms and in the ability of our talented professionals to deliver the most progressive clinical care, generate ongoing diagnostic and treatment research breakthroughs, and pass their collective wisdom and expectations to their colleagues and successors.

The naming of John Rae of Power Corporation as our Capital Campaign Chairman is a signal that the Glen project deserves the full support of our community. John Rae comes to us with the highest of credentials. He is a leader in Montreal's and indeed Canada's business community. He has recently been active as Campaign Vice-Chair of the Queens University Capital Campaign. And he is not new to the MUHC: he's been a long time supporter and is also a director of the Montreal Children's Hospital Foundation.

The MUHC Foundation has been planning for the campaign since its inception. Our work has been thorough; our outreach extensive. John has taken an immediate active role in the planning of the campaign. In the short weeks since he came on board, John Rae has been very busy meeting the leadership of the MUHC, the MUHC Development Corporation and the foundations and the chairs and board members of the many volunteer boards within the MUHC. As a result, I am pleased to declare that our new Capital Campaign Chairman is, like our Foundation, in good shape and in stride. Our race has officially begun.

Peter R. O'Brien  
*Chairman, MUHC Foundation*

## The MUHC and the Queen E: Forward-thinking neighbours

**W**hen the MUHC opens its doors at the Glen, the Queen Elizabeth Health Complex will be its nearest neighbour.

That fact of urban geography calls for planned cooperation. Those discussions have been going on for some considerable time.

The QEHC, a non-profit organization, is a unique combination of public and private components. It has a walk-in clinic staffed by emergency-trained physicians, a radiology department, an oral health clinic which is part of the

teaching program of McGill University's Faculty of Dentistry, and a blood-taking service for a wide variety of tests. It has a breast cancer detection centre, and it is about to become a satellite dialysis facility of the MUHC.

Medical specialists in a number of fields, and health-care professionals covering a broad range of services—including notably a public health nurse—have their offices in the complex. A centre coping with physical handicaps and developmental problems in very young children is just moving

in, as is a cognitive learning centre. Acupuncture and massage therapy are among the services available.

Of particular importance to the MUHC will be a 49-bed, public-sector long-term care facility. These new beds, scheduled to open in 2002, will help to ensure the necessary short-term turnover of the MUHC's acute care beds.

Of equal significance is the potential for coordination of front line care. A shuttle bus service could bring a  
(see *Queen E* on page 4)

## Development Corporation

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“Setting up this board is an important landmark for the project,” says Nicolas Steinmetz, Associate Executive Director, MUHC Planning and interim Chief Executive Officer of the MUHCDC. “We have all been focused on a vision but now we are actually getting down to the construction of a new facility and this board is bringing all of its collective experience to bear to ensure it gets done.”

“It was clear to us at this first meeting that this project is very well initiated,” says Claude Chamberland, MUHCDC Board member. “Our role now is to apply our unique perspectives and qualifications. There’s still a lot

of room for creativity, compromise and plain hard work in getting this project implemented.” Certainly, it appears that the right people are around the table, a table that will no doubt be quite busy in the months to come as the MUHCDC settles into the job of constructing a health centre.



Seated left to right: Philip O'Brien, David Culver, Kathleen Weil. Standing left to right: Claude Chamberland, Dr. Bernard J. Shapiro, Dr. Hugh M. Scott, Dr. Michel Bureau, Philip Webster. Missing: Dr. Luc Deschênes.

## Editor's Note

Over the past 18 months, *The Glen News* has kept readers abreast of developments in the planning of the Glen project. The information we shared with you grew out of the various programming activities undertaken by the MUHC Planning Group. With the project now being moved forward by the Development Corporation (SICUSM), the MUHC Foundation will begin to communicate to you—in new formats—the research, teaching and clinical vision that will be given life at the Glen. As such, this is the last issue of *The Glen News*, to be replaced by new communication vehicles that will keep you in the loop beginning in the New Year.

**Dr. Michel Bureau** is the President and Chief Executive Officer for the Fonds de la recherche en santé du Québec and played an active role in establishing the Canadian Institutes of Health Research and the Canadian Health Services Research Foundation. He is a member of the boards of Génome Québec, PharmaVision, CANVAC and SICUM.

**Mr. Claude Chamberland** retired from Alcan Aluminum Ltd. in May 2001 where he had been Executive Vice-president, Smelting and Energy, since 1993. He began with the company in 1963.

**Mr. David Culver** is Chairman of the MUHC as well as of the MUHCDC. He holds Honorary Doctorates from McGill University, York University, and the University of Sherbrooke. He retired from Alcan Aluminium Limited as Chairman and CEO in 1989 after 40 years with the company. Mr. Culver is a Companion of the Order of Canada and an Officer of the Order of Quebec.

**Dr. Luc Deschênes** is Executive Director of Medical and University Affairs for the Quebec Ministry of Health and Social Services. His extensive involvement in the medical and teaching milieus include serving for 11 years as director of the Department of Surgery at Université Laval and two years as Chair of the Royal College of Physicians and Surgeons of Canada.

**Mr. Philip O'Brien** is founder and Chair of Devencore Ltd. He is past president of the boards of the Montreal YMCA and the Montreal Chamber of Commerce. He is currently Chairman of the Board of Directors for the International Foundation for the Canadian Centre of Architecture as well as member of Blue

Cross Board of Directors and a member on the Governor's Council of McGill University.

**Dr. Hugh M. Scott** is Executive Director of the MUHC. He has also served as Executive Director of the Royal College of Physicians and Surgeons of Canada. He was principal and vice-chancellor of Bishops University from 1986 to 1995.

**Dr. Bernard Shapiro** has been principal and vice-chancellor of McGill University since 1994. After graduating from McGill, he went on to complete his doctorate in education science at Harvard University. His many academic postings include having served as dean of Education Science at University of Western Ontario at London as well as Deputy Minister of Education for the province of Ontario. He was awarded the Order of Canada in 1999.

**Mr. Philip L. Webster** earned his masters in architecture from Harvard University's School of Design after receiving his A.B. from Princeton University. He is President of Imperial Windsor Group, the Chairman of Terralogix Inc. and a director of HiAlta Capital Inc., Kaocklay Resources Inc., Detroit Maine Terminals Inc., and Imperial Windsor Inc. He was Chairman of the Site Selection Committee of the MUHC.

**Ms. Kathleen Weil** graduated in civil and common law from McGill University's Faculty of Law. She is President and Chief Executive Officer of the Foundation of Greater Montreal. She was Chair of the Board of Directors for the Régie régionale de la santé et des services sociaux de Montréal-Centre from 1998 to 2001. She is also member on the Board of Directors for the Canadian Institute for Health Information.

# Architects and Urban Planners Hired

**M**ontreal's Lemay-Bobrow Consortium of architects, responsible for plans for the Regional Health Centre of Trois-Rivières and the Cité de santé de Laval, was selected by the MUHC to prepare the Glen Site Development Plan. Lemay Bobrow will be drawing on the expertise of the American firm NBBJ Architects. NBBJ is recognized for its contributions to several health centres around the world, including the Kangbuk Samsung Hospital in Seoul, Korea.

Together the team of about 10 will work out of the Planning office, interacting with MUHC planners to understand the intent of the program. The Site Development Plan will incorporate perspectives that show the ambiance of key spaces and reflect the volume, height and adjacencies of the various blocks. The Plan will serve as a visual interpretation of the master program, helping those working on the project to conceptualize what the new health centre could look like before a design architect is hired.

The Site Development Plan will accompany the master program when it is sent to the Ministry of Health and Social Services for approval, likely in late February.

Daniel Arbour & Associés, the urban planning firm responsible for drawing up the master program for the Jewish General Hospital as well as the urban integration study of the Cité du commerce électronique, was chosen to complete the MUHC's Urban Development Program. This program will address issues such as access to the facility and traffic and parking conditions for local residents. Thousands of MUHC employees are also being surveyed as to their shopping patterns, transportation preferences and housing requirements with an eye to identifying how the MUHC's relocation may impact and/or best serve its employees.

Arbour & Associés' specialists will provide urban integration principles for the architects to consider. These include but are not limited to materials for exterior construction as well as height and density so that the new facility blends appropriately with the surrounding area. The firm will undertake an in-depth study of the socioeconomic impact of the MUHC at the Glen site. This is done in part by evaluating the commercial mix in the area and surveying local merchant perceptions of the economic growth associated with the arrival of the MUHC.

a clear necessity.

The public will benefit from the accessibility of both institutions: their proximity to bus lines and to the Vendome Metro station—and their proximity to each other. Together, we can assure good health-care service to the people of NDG (and everywhere else) who have warm memories of the much-lamented Queen Elizabeth Hospital. Together, we can evolve in response to the health-care needs, which will present themselves as the future unfolds.

Victor C. Goldbloom, M.D.  
Sheila Goldbloom, MSW

## GLEN PROJECT TIMELINE

1992	Quebec provides \$250,000 for pre-feasibility study.	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.
1995	MUHC Planning Office established.	1996	Panel of community volunteers begins to evaluate potential sites.
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.	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.
1999	Quebec gives green light to proceed with master and functional programming, and reserves Glen site for MUHC.	2000	Master Programming for the Glen begins.
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.

## Queen E

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patient requiring complex care from the QEHC to the MUHC and a patient with a more minor problem in the opposite direction.

As well, this has teaching implications. Clinical experience in front line care is essential for the future physician who will be hanging out his or her shingle in any general medical field (family medicine, internal medicine, pediatrics). Also, for those heading towards family medicine, internal medicine, geriatrics and other fields, clinical experience in long-term care is

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](mailto:foundation@muhc.mcgill.ca) [www.muhcfoundation.com](http://www.muhcfoundation.com)

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