While it may not be obvious to all, the Department of Pediatrics has travelled a long and important journey in the past six months. I am referring specifically to our Strategic Plan Initiative (the SPI: Strategic Plan) that involved formulation, presentation, extensive Division by Division discussion, Departmental Townhalls, revision and finally ratification by electronic ballot by our voting membership. The SPI, unlike most Strategic Plans I have encountered, paired both lofty goals with actual concrete actions to be undertaken to realize these goals, thus providing a clear pathway to realization.

The clear immediate implication of the SPI is a tangible and open reaffirmation of our collective commitment to all aspects of our academic mission, especially in the realms of education, research and clinical innovation. This reaffirmation is not only one of words, but of action powered by the personal financial commitment of our membership with substantive investments in new fellowships (clinical, research, or both) across the Departmental spectrum and research initiatives. Though only approved in November, already there will be five new fellows in the Department as of July 2018. Thus my expressed wish to be “tripping over fellows” in the wide hallways of the Glen is on the way to being fulfilled. This is indeed the beginning of good things. Once again I need to openly thank the Chair of the SPI Adrian Dancea and the members of the SPI Committee (Christine McCusker, Janusz Rak, Mitch Shiller, Robert Sternszus) for their excellent and hard work seeing this through.

Another accomplishment in the past six months that likely slipped under everyone’s radar is the accomplishment of all actions suggested by the our 2016 Departmental Cyclical Review as compiled on our Cyclical Review Actions Scorecard (Actions Scorecard). These concrete suggestions made by external reviewers can be viewed as enablers that render the Department a more efficient and responsive entity that enhances our academic vibrancy.

As always we cannot stand pat on accomplishments. We need to continue to respond to operational challenges (Loi 130, Plan Clinique restraints, hospital cuts in necessary resource supports, PEM limitations) in ways that often call upon our creativity and flexibility. While putting out fires (set by others) seems to require an inordinate amount of our time and energies, we can do so knowing that in the long view what we do is vital, important and valued.

Please recall that our Mission is: Through excellence and leadership to optimize the health & wellbeing of infants, children, and youth within the context of their families.

We can be proud of what we do on a daily basis; making a difference in the health and well-being of newborns, infants, children and youth. And in the end, making that difference is really the only thing that matters.

All the best for 2018.

Michael Shevell MD CM, FRCP, FCAHS
STAFF UPDATES

The following individuals were appointed to the rank of Adjunct Professor:

- **Nagib Dahdah**, Cardiology (September 2017)
- **Hélène Dubreuil**, Neurology (October 2017)
- **David Dufresne**, Neurology (October 2017)
- **Joaquim Miro**, Cardiology (September 2017)
- **Emilie Riou**, Neurology (October 2017)
- **Gaelle Sadani**, Neonatology (April 2017)

The following individuals were appointed as Faculty Lecturer:

- **Estelle Chetrit**, Pediatrics (September 2017)
- **Samuel Freeman**, Pediatrics (September 2017)
- **Tania Giannou**, Pediatrics (September 2017)
- **Sabrina P. Jeanty**, Pediatrics (October 2017)
- **Jessica Yeates**, Pediatrics (November 2017)
- **Maya A. Leitner**, Adolescent Medicine (October 2017)
- **Dr. Pâquet-De Varennes**, Pediatrics (October 2017)

The following individuals were appointed as Assistant Professors:

- **Gabriel Altit**, Neonatology (September 2017)
- **Nurlan Davletbayev**, Respirology (December 2017)
- **Kenneth A. Myers**, Neurology (September 2017)
- **Surabhi Rawal**, Hemato-Oncology (November 2017)
- **Claudia Renaud**, Cardiology (September 2017)
- **Aparna Suvrathan**, Neurology (December 2017)

The following individual was promoted to Full Professor:

- **Pramod Puligandla**, Pediatric Surgery (December 2017)

In November 2017, **Therese Perreault** was renewed as Division Director of Neonatology at the MUHC for a term of 5 years.

In September 2017, **Patricia Fontela** was appointed Associate Chair for Research.

RETIRED: **Bernard Rosenblatt**, Neurology (July 2017)

UPDATE FROM THE ASSOCIATE CHAIR FINANCE

Much has happened over the last year relating to Department Finances. The Committee has dealt with the following issues:

1) Vote to change MSSA taxation to be applied only to clinical and RAMQ REM-Recherche earnings.
2) Vote to allow for a variable rate of taxation to be approved annually with the MSSA budget.
3) Revision and adoption of the MSSA Bylaws.
4) A review of all Departmental Program subsidies. Based on guidelines developed by a small working group (led by David Mitchell), the Committee developed a scoring grid to assess each of the existing and proposed programs. Several new programs now receive support from the MSSA.
5) Modifications to our Accounting / General Ledger in order to make our financial statements more readable and easily understood by members and to enable easier comparison of year to year data.
6) Review of reports from last year’s Innovation Fund recipients.
7) Review of investment options to safely increase revenues on our GIC policy. We have elected to continue the current strategy for the present time.

The Committee will continue to work on the Department’s behalf on all finance related matters to insure that our resources are prudently managed and disbursed according to the annual budget approved by the membership.

**Mitchell Shiller, MDCM, FRCPC**
AWARDS & ACHIEVEMENTS

In November 2017, Ilana Bank (Director Montreal Children’s Hospital Simulation Program) received an Award for Best Presentation for “A Trauma Patient’s Journey: From Arrival to Disposition, at the Simulation Summit sponsored by the Royal College.

In November 2017, Dr. Moshe Ben-Shoshen received the F. Estelle R. Simmons Award for Research from the Canadian Society of Allergy and Clinical Immunology.

In August 2017, Dr. Ronald Gottesman was appointed to the Wendy MacDonald Chair in Pediatric Medical Education. He is a Professor in the Department of Pediatrics and a member (and former long-time Director) of its Division of Critical Care Medicine.

In November 2017, Dr. Nada Jabado was appointed as one of six researchers to the Governing Council of the CIHR.

In June 2017, Dr. Myriam Srour was the recipient of this year’s Department of Neurology/Neurosurgery Clinical Teaching Award, given annually to a staff physician in recognition of their excellence in clinical teaching.

In November 2017, Alexis Daniel Vigneault, currently in Med 4 at McGill received the 6th annual scholarship on behalf of the Community-based Pediatricians of Montreal.

RESEARCH & FUNDING

In July 2017, Dr. Marie Brossard-Racine, Caractériser le développement du cerveau des enfants à risque de troubles neurodéveloppementaux FRQ-S (60,000$).

In December 2017, Marie Brossard-Racine (OT, PhD) was awarded funding for: One year of brain maturation following a preterm birth – CIHR/MUHC-RI. (200,000$)

In November 2017, Dr. Delphine Collin-Vezina (Steinmetz & Julien Chair for Social Pediatrics in the Community, received 3 grant awards:

- Valeur sociale et économique de centres d’intervention communautaires visant des clientèles vulnérables d’enfants, de jeunes et de leurs familles : SSHR, (64,890$)
- Planification d’une recherche sur la valeur sociale et économique des centres de pédiatrie sociale au Québec : CIHR (11,462$)
- Identifying the best social return on investment model to assess the value of social pediatrics: Max Bill Foundation (11,857$)

In November 2017, Kolja Eppert (Canada Research Chair in Cancer Stem Cell Biology, Tier 2), received a grant for “Novel therapeutics to target leukemia stem cells” CIHR (150,000$).

In July 2017, Dr. Paul Goodyer, received a grant: ELX-02 therapy for cystinosis caused by CTNS nonsense mutations: Cystinosis Research Network (150,000$)

In July 2017, Dr. Nada Jabado received two grants:
1) Oncohistones in Cancer CIHR (2,401,858 $)
2) Preliminary Defeat Pediatric Brain Tumors Research Award – Core 2 Brain Tumour society(50,000$).

In July 2017, Dr. Michael Zappitelli, received one grant: 11 year renal outcomes after pediatric intensive care unit admission: acute kidney injury and disease progression Canadian Kidney Foundation (100,000$).
Research Chair Report

2017 has been marked by the renewal of our Department’s commitment to our academic mission, which includes clinical innovation, research, and education.

Regarding research, there is no doubt that we are on the right track: our clinician-scientists and basic researchers have been extremely successful in advancing pediatric research and imprinting the Montreal Children’s Hospital stamp in different fields. However, we all feel that, going further, it is essential for us to foster a strong collaboration between researchers, clinicians, patients/parents, and our community. The different perspectives offered by each of these groups are crucial for the development of meaningful research questions for our children.

Thus, the mandate of the Department of Pediatrics Research Working Group for 2018 is to integrate research into our Departmental activities. Besides promoting the collaboration between researchers and clinicians, we also aim to provide mentoring for our junior researchers and support to all our clinician scientists and basic researchers, so they can thrive in their academic careers. In addition, we will build infrastructure to support studies performed by residents, fellows and clinicians. Finally, we aim to reach out to the community because it is time for us to build a strong partnership.

The year ahead brings us exciting challenges and also lots of work. I am fully confident that, working together, we will succeed in bringing the research developed in our department to an even higher level. I ask for your help and support in this important mission because we all share the same goal: we all want, and do our best, to improve the care we provide to our children.

May 2018 bring you joy, health and success!

Patricia Fontela, MD, PhD
Associate Chair (Research)

Virtual Suggestion Box

In December 2017, the Department established a Virtual Suggestion Box at this link: http://freesuggestionbox.com/pub/yxweobj

Constructive suggestions regarding the organization and activities of the Department with respect to any academic area, especially in relation to the now adopted Strategic Plan are welcomed.

Suggestions are entirely anonymous, unless an individual chooses to sign personally. The origin of the suggestion is not traceable electronically. Suggestions submitted will be forwarded to the Chief of Department, (Dr. Shevell) for consideration.

You can find a tab linking to the Suggestion Box on our Departmental website: mcgill.ca/peds/.

Pediatric Medical Grand Rounds

January 2018

10 7th Annual Donald and Elizabeth Hillman Global Child Health Lecture, “Global Child Health: Challenges and Opportunities”, Dr. Zulfiqar A. Bhutta, Hospital for Sick Children
17 Department of Pediatrics Town Hall Meeting
24 Family Literacy Day, Dr. Audrey Hardy, Montreal Children’s Hospital
31 Pro-Bono Legal Services at the MCH

February 2018

07 MCH Emergency Department Joint Rounds

Condolesnces

Our condolences to Shirley Blaichman and her family on the loss of her mother on December 27th.
DePARTMENT OF PEDIATRICS NEWSLETTER | WINTER 2017

**GENERAL PEDIATRIC RESIDENCY TRAINING PROGRAM NEWS**

The holidays mark the halfway point of the academic year, which is a perfect time to reflect on the changes and accomplishments within the Pediatrics residency program in the past few months and look forward to the new year ahead.

In the summer, after saying goodbye to our departing residents as well as our incredible program director Catherine Henin at our annual Pediatrics Resident and Fellow Graduation Ceremony, we welcomed ten new residents to our family. Since then we delivered our very first resident boot camp, launched a steering committee to help us transition to Competence-by-Design, held a wonderful team-building resident retreat where all of our residents earned their ‘Yellow Belts’ in QI, implemented regular resident wellness initiatives into our program and curriculum, and had a very successful General Pediatrics Career fair. In addition, we are proud to announce the selection of three new R1s for next July (Dr. Noor Almutairi, Dr. Reem Alhezayen, and Dr. Wijdan Basfar). We would also like to take this opportunity to thank our superb program administrators, Stephanie Larocque, Jabeen Lauiloo, Bobbie Carin, and Angie Bentivegna who keep the program running smoothly while being a joy to work with; our outstanding Chief Residents, Aris Hadjinicolau and Matt Magyar and Site Chief Vanessa Gadourey-Levesque, who have demonstrated tireless devotion to their resident colleagues and to the entire MCH community; the dedicated members of all our committees whose engagement and teamwork are the driving force behind our program’s success; all our wonderful faculty colleagues who work with, teach and support our trainees every day; and, of course, our amazing group of residents who more than ever, have been proactively working to ensure that our training program as is good as it can be. We are indeed very lucky to be the directors of such an exceptional program!

We wish all of you and your families a wonderful holiday season and a healthy and happy new year!

Rob and Olivia  
Director and Associate Director  
Pediatrics Residency Program

**Vice Chair Report**

Because of the activities surrounding the Strategic Plan and the MSSA voting, the Departmental Renewal Day has been postponed to April 12, 2018. The main objective is to assist members in their quest to plan their personal academic mission in their work in the Department of Pediatrics.

Experiences in the Faculty of Medicine will be presented to aid in some innovative thought, with the expectation that we will all be able to develop practical steps to achieve the objective.

A recurring message in all our Reviews in the past 2 years was the need to reach out to the Community to develop a Pediatric Network to allow for seamless care for our patients as they move from complex to episodic care and back again. To comply with the demands in teaching, research, and clinical work, and to enhance liaison and data-sharing between the institution and the community, the Strategic Plan has included a proposal for a Division of Community Pediatrics so that community leaders can be in productive communication with Division Heads in the Department. Preliminary discussions have begun although the presence of a Project Manager will be essential.

Dr. Emmett Francoeur  
Vice Chair, Department of Pediatrics

**CONGRATULATIONS TO THE DELIGHTED PARENTS!**

- **Sara Long-Gagné** welcomed a baby boy, Remi, on September 27, 2017.

- **Chris Karatzios** welcomed a baby girl, Chloe Irina, on September 1st, 2017.
Associate Chair (Education) Report

As a Department, we are fortunate to have a wealth of excellent teachers, educators and educational leaders. In addition to the multitude of divisional educational initiatives, our commitment to education and collaboration has allowed us to accomplish many departmental education-related achievements during the past year which will continue in 2018, including:

1. **Update of the Department of Pediatrics’ Education and Training Webpage** [https://www.mcgill.ca/peds/education-training](https://www.mcgill.ca/peds/education-training) The Education and Training section of the Department of Pediatrics website now include important and up-to-date information. Please feel free to provide website-related feedback to Dr. Laurie Plotnick (laurie.plotnick@mcgill.ca) including information that was difficult to find, additional information that you would like posted etc...

2. **New role: Division Education Leader (DEL)** – This new leadership role has been created for each Division to allow streamlined educational liaison between the divisions as well as between the Departmental education leaders and the Divisions. DELs will communicate with their Divisions regarding important educational information and updates. For more information, click on the following link: [https://www.mcgill.ca/peds/education-training/leadership-and-administration](https://www.mcgill.ca/peds/education-training/leadership-and-administration)

3. **Revision of Alan Ross and Clinical Bursary process, forms and scoring** – The Departmental Education Leadership Committee (DELC) [https://www.mcgill.ca/peds/education-training/leadership-and-administration](https://www.mcgill.ca/peds/education-training/leadership-and-administration) is currently revising the application forms and selection process for the Alan Ross and Clinical bursaries to be more objective, to align with Department of Pediatrics CaRMS selection criteria and to be more transparent. In addition, Dr. Patricia Fontela (in her role as Associate Director of Research) will now be responsible for the Alan Ross bursary recipient. Once finalized, the application forms, selection scoring grids and names of recipients will be communicated to Departmental members and be available on the Departmental website.


5. **Institute of Pediatric Simulation (IPS)** – The Pediatric Simulation Committee, led by Dr. Ilana Bank, has been actively developing the Department’s simulation program, now named the Institute of Pediatric Simulation. The IPS will have a home base on the 8th floor to provide procedural-based simulation and to house simulation material and equipment. The IPS team will be launching the Pediatric Simulation Team Consultation service on January 8th, 2018. For more details: [https://www.mcgill.ca/peds/education-training/institute-pediatric-simulation](https://www.mcgill.ca/peds/education-training/institute-pediatric-simulation)
6. **Competency-Based Medical Education (CBME)** – All Pediatric residency training programs are anticipated to implement the CBME framework i.e. Competency By Design (CBD) by July 2019. Dr. Elisa Ruano-Cea is leading the CBD Curriculum and Assessment Steering Committee to ensure that all Department of Pediatrics’ residents and faculty are trained regarding CBME/CBD. Within the next month, Dr. Ruano-Cea will be presenting important CBME/CBD information to each Division. For complete information related to CBME and CBD within the Department of Pediatrics, [click on the following link](https://www.mcgill.ca/peds/education-training/pgme/competency-based-medical-education)

7. **Continuing Professional Development (CPD)** - As Director of CPD, Dr. Terry Sigman, has been actively working on new processes and initiatives that will help advance and innovate CPD activities for the Divisions and Department. Dr. Sigman is currently working on centralizing information related to Departmental CPD activities (divisional and department-wide activities) and is determining the best process and platform to provide Departmental members and community partners with CPD resources such as recorded lectures, references etc… Stay tuned for new developments!

8. **AEC Audit of Educational Administrative Support** - In response to feedback from Departmental members and educational administrators regarding lack of adequate educational administrative support for divisions, Denise Pearce, Human Resource Advisor and Diana Gorea, Student Affairs Officer from our Administrative Excellence Centre ([https://www.mcgill.ca/peds/education-training/leadership-and-administration](https://www.mcgill.ca/peds/education-training/leadership-and-administration)) will be leading an audit of our educational administrative support. This audit will include feedback from faculty from each Division. The purpose of this audit is to improve and increase the educational administrative support! Stay tuned for more details from the Division Education Leaders.

9. **Collaboration with Patient and Family-Centre Care (PFCC)** – To better serve our patient and families, we are working with PFCC to ensure the perspectives of patients and families are integrated into curricula and specific educational activities. Stay tuned for more details!

Laurie Plotnick  MDCM, FRCPC  
Associate Chair (Education)  
Associate Professor, Department of Pediatrics, McGill University
Clinical Operations

2017 marks the two-year anniversary of our hospital’s relocation. As such, we were challenged to develop novel ways of providing clinical care adapted to our new workplace. The many ongoing quality improvement projects attest of the natural evolution of our recovery after this major event.

Two different models of adaptation to change (Kubler-Ross and G2G3)

While we continue to strive to implement our own hospital’s surge plan, meet our government-imposed performance targets, and optimize access to our tertiary care services, the year 2018 will likely add new challenges to our clinical operations, and its manpower. It is essential that we now pause to reflect on and review – together – how we operate as an institution, so that we do not just end up working harder, but instead, identify smarter ways of working.

My objectives for this year are to ensure that we, as an organization, break down operational silos and foster collaboration between clinical units and departments. Optimizing our work environment will not only make our work more satisfying but enhance the quality of the care we provide. Stay tuned for great things to come around Clinical Operations, and Happy New Year everyone!

Mylène Dandavino, MDCM, MSc, MHPe
Associate Chair (Clinical operations)