



**McGill Division of
General Internal Medicine
2016-2020**

Department of Medicine

McGill University

May 29, 2020



Division of General Internal Medicine

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OVERVIEW DESCRIPTION OF THE DIVISION

The Division of General Internal Medicine (GIM) strives to be a national and international leader in the clinical care of patients with acute and complex medical disorders, the education of future academic and community-based GIM specialists and the development of leaders in basic, clinical and epidemiologic, quality improvement and medical education research. The Division includes fifty-four (54) faculty members based at five hospital sites: the McGill University Health Centre(MUHC) – which encompasses the Royal Victoria Hospital (RVH), Montreal General Hospital (MGH), The Lachine Hospital); the Jewish General Hospital (JGH) and St. Mary's Hospital Centre (SMH). The division includes an extremely varied, strongly committed and highly accomplished group of individuals -- passionate and devoted clinicians, newly hired recruits, associate deans, international leaders in medical education, directors of clinical and research units, past and current associate physician-in-chiefs, Canada Research Chairs, clinical division chiefs, undergraduate and postgraduate medical education directors, internationally renowned researchers, clinical innovators, clinical teachers, and quality improvement researchers.

The Division in the last fifteen years had seen remarkable success in its research mandate, faculty recruitment, and its GIM residency program. Building on this momentum, the last four (4) years have brought ongoing development and growth of innovative patient care clinical programs including medical obstetrics, peri-operative care medicine, thrombosis medicine, cardiovascular prevention and vascular health, and complex care medicine. Patient care in our programs is increasingly being informed by the flow of knowledge across a continuum from our laboratory-based researchers to our clinical researchers to our population health researchers, and vice versa. This is a reflection of an increasingly strong research culture within the Division. Leaders in quality improvement research and assessment are spearheading the translation of new knowledge into better care and health outcomes for our patients. Our medical educators and clinician teachers impact patient care and improve patient outcomes by innovating, facilitating and enhancing learning among our students, trainees and faculty. Finally, its residency program continues to innovate and set the standard as a model training program for GIM in Canada.

DIVISION CONTACT INFORMATION

Division of General Internal Medicine

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<https://mcgill.ca/internalmed/>

I. FACULTY

A. List of faculty members with primary appointments in the division according to academic rank

See Faculty and Staff at the Division of GIM Website: <https://mcgill.ca/internalmed/>

CP=Career Path: CS=Clinician Scientist, CI=Clinician Investigator, CT=Clinician Teacher, CE=Clinician Educator

Academic Rank	Year	CP	Site	Administrative Appointment
Professors 8				
Kaberi Dasgupta	2002	CS	MGH	Director, Centre for Outcomes Research and Evaluation (CORE), RI
Ken Flegel	1982	CT	RVH	Associate Editor, CMAJ
Steven Grover	1986	CT	MGH	Director, Cardiovascular Health Improvement Program
John Hoffer	1984	CI	JGH	
Susan Kahn	1990	CS	JGH	Director, CETAC, JGH
Louise Pilote	1995	CS	RVH	
Linda Snell	1980	CE	RVH	
Ernesto Schiffrin	2006	CS	JGH	Physician-in-Chief, Department of Medicine, JGH; Director, Hypertension and Vascular Research Unit, Lady Davis Institute for Medical Research
Associate Profs 17				
Rubin Becker	1981	CT	JGH	Director, Division of General Internal Medicine, JGH
Samuel Benaroya	1980	CT	RVH	Associate Vice Principal and Vice Dean (Health Affairs), McGill University
Michael Churchill-Smith	1987	CT	MGH	
Beth Cummings	2008	CE	JGH	
Stella Daskalopoulou	2007	CS	MGH	
David Dawson	1981	CT	RVH	
Michelle Elizov	2000	CE	JGH	Assistant Dean, Faculty Development
Laurence Green	1981	CT	MGH	Director, Division of General Internal Medicine, MGH Service Chief, CTU, MGH Co-Director, Vascular Health Clinic
Dev Jayaraman	2001	CT	MGH	Service Chief, CTU MGH Director, Critical Care Residency Program
Thomas Maniatis	2002	CT	RVH	Director, MUHC Division of General Internal Medicine
Todd McConnell	1979	CT	St. Mary's	
Tim Meagher	1982	CT	MGH	Retired from PEM 2019. Pratique Marginale and PT Assoc Prof.
Suzanne Morin	1993	CS	MGH	
Joyce Pickering	1993	CT	RVH	Executive Associate Physician-in-Chief, MUHC Interim Chief, CTUs RVH
David Shannon	1980	CT	MGH	Part-time
Ewa Sidorowicz	1996	CT		Director, Professional Services, MUHC
Vicky Tagalakis	2001	CS	JGH	Director, McGill Division of General Internal Medicine
Assistant Profs 29				
John Angelopoulos	2015	CT	Lachine	
Amal Bessissow	2015	CI	MGH	

Leora Birnbaum	2011	CT	RVH	Medical leave
Ruxandra Bunea	1999	CT	JGH	
Bruce Campbell	2006	CT	St. Mary's	
Natalie Dayan	2013	CI	RVH	
Irving Dylewski	1996	CT	St. Mary's	
Suzanne Dube	1984	CT	MGH	
Gail Goldman	1998	CT	St. Mary's	Director, Division of Internal Medicine, St. Mary's
Mathew Hannouche	2015	CT	MGH	
David Hornstein	1990	CT	MGH	
Julian Huertas-Garcia	2019	CT	Lachine	
Maral Koolian	2016	CT	JGH	Program Director, McGill University's new Area of Focused Competence (AFC) Program in Adult Thrombosis Medicine
Khue Ly	2012	CT	MGH	Site Director, MGH, IM Residency Training Program; Director, GIM Clinic MGH
Isabelle Malhamé	2019	CI	RVH	
Samuel Mamane	2018	CT	JGH	
Emily McDonald	2015	CS	RVH	Director, Clinical Practice Assessment Unit, Dept of Medicine Director, General Internal Medicine Consult Service
Cristina Mindru	2004	CT	RVH	Director, Neuro GIM Consult Service, MNI
Suzanne T. Morin	2001	CT	St. Mary's	
Joseph Raffoul	1994	CT	JGH	Service Chief, K6 CTU JGH
Charith Sairam	2012	CT	Lachine	
Blair Schwartz	2013	CT	JGH	
Jeffrey Segal	2013	CT	St. Mary's	
Farzaneh Shamekh	1999	CT	St. Mary's	
Ning-Zi Sun	2014	CT	RVH	Site Director, RVH, IM Residency Training Program Director, GIM Clinic, RVH
Thierry Toledano	2012	CT	Lachine	
Patrick Willemot	2006	CT	RVH	Director, GIM Residency Training Program
Jeffrey Wiseman	1984	CE	RVH	
Patrizia Zanelli	1989	CT	MGH	
Faculty Lecturer				
Dennis Ho-Wo-Cheong	2020	CT	RVH	Temporary replacement
Associate Status				
Romina Pace	2018	CT	RVH	Poste en Réseau Obligatoire (PRO), Eeyou Istchee, Region 18
Aly Kanji	2019	CT	RVH	Poste en Réseau Obligatoire (PRO), Eeyou Istchee, Region 18

B. List of faculty with secondary appointment in the division according to academic rank

Academic Rank	Administrative Appointment
Jay Biem	Faculty Lecturer
Marie-Lie Cadieux-Simard	Faculty Lecturer
Nickolaos Krassakopoulos	Adjunct Professor
Brenda Gentile	Faculty Lecturer

Maxime Gosselin	Faculty Lecturer
Kimon Issigonis	Faculty Lecturer
Nicole Gareau	Assistant Professor
Maxime Labelle	Faculty Lecturer
Annie Laclavier	Faculty Lecturer
Rachel Spevack	Adjunct Professor
Jacynthe Harvey	Assistant Professor
Nessrine Sabri	Faculty Lecturer
Jennifer Nguyen	Assistant Professor
Sean Selzer	Faculty Lecturer
Jian Wang	Assistant Professor
Andrea Palumbo	Adjunct Professor
Simon Bacon	Adjunct Professor

C. Faculty recruitments since beginning of mandate

2019: Dr Julian Huertas-Garcia, MUHC-Lachine

2019: Dr Isabelle Malhamé, MUHC- RVH

2019: Dr Aly Kanji, MUHC, Poste en Réseau Obligatoire (PRO), Eeyou Istchee, Region 18

2018: Dr Samuel Mamane, JGH

2018: Dr Romina Pace, MUHC, Poste en Réseau Obligatoire (PRO), Eeyou Istchee, Region 18

2016: Dr Maral Koolian, JGH

D. Faculty losses since the last review/beginning of mandate

2019: Dr Tim Meagher, Associate Professor, retired from PEM position

2019: Dr Todd Lee, Associate Professor, terminated cross-appointment with GIM and moved to Infectious Diseases full-time

E. Major individual accomplishments, awards and honors of faculty since the beginning of mandate 2020

Dr Michelle Elizov appointed Associate Dean, Faculty Development, Faculty of Medicine, McGill University.

Dr Mathew Hannouche was nominated Canadian Federation of Medical Students (CFMS) Champion for his contribution to a positive learning environment at his institution! He has made a meaningful difference in the life of a medical student and they have chosen to recognize him as part of the CFMS Student Mistreatment Task Force 1st Annual Advocacy Campaign to promote positive change in medical education.

2019

Dr Susan Kahn was selected as the Clinical Research Scientist of the Year by the Lady Davis Research Institute.

Dr Linda Snell received the Laureate Award, Quebec Chapter, American College of Physicians at the CSIM Meeting in Halifax.

Bravo 2019, McGill's Annual Celebration of Research Excellence

Dr Linda Snell was named a Fellow, the Royal College of Physicians of London.

Dr Susan Kahn was added to the Grands Noms de la Médecine au Québec, Fédération des médecins spécialistes du Québec.

Dr Jeffrey Wiseman received the Outstanding International Research Collaboration Award.

Dr Emily McDonald was awarded the Canadian Society of Internal Medicine New Investigator Award, and the Women of Distinction Prix Jeune Femme en Sport, Santé et Mieux-Être 2018.

Dr Stella Daskalopoulou received the John J. Day M.D. Award of Excellence, Heart and Stroke Foundation.

Dr Todd McConnell received the Canadian Association for Medical Education Certificate of Merit Award 2018.

Dr Suzanne Morin was awarded FRQS Chercheur-Clinicien Senior.

Dr Amal Bessissow was awarded FRQS Boursier Chercheur Junior 1.

2018

Dr Linda Snell was named a Fellow of the Royal College of Physicians of London, which is a prestigious accolade held by some of the most innovative and exceptional physicians in the world.

Dr Todd McConnell received the Canadian Association for Medical Education (CAME) Certificate of Merit Award 2018.

Dr Emily McDonald was honored by the YWCA of Montreal, as one of three Montreal women of distinction for their 2018 awards. Dr McDonald was the recipient in the category “sports, santé et mieux-être” for her research in appropriate prescribing for older adults, funded by the CIHR.

Dr Patrick Willemot received the MUHC Department of Medicine W. H. Philip Hill Award 2018 for Outstanding Clinician-Teacher.

Dr Ning-Zi Sun received the Douglas G. Kinnear Award 2018 for best teacher.

Dr Ruxandra Bunea received the JGH Department of Medicine Teacher of the Year Award 2018.

Drs Emily McDonald and Todd Lee’s MedSafer Deprescribing Tool was selected at the **CBC’s People’s Choice Award** for Best Innovation in Healthcare. It was also shortlisted for an innovation award from the Hakim CLIC Foundation.

Dr Emily McDonald was awarded FRQS Boursier Chercheur Junior 1

Dr Natalie Dayan was awarded FRQS Boursier Chercheur Junior 1.

Dr Romina Pace received Phase 2 of her FRQS/MSSS bursary.

2017

Dr Linda Snell received the 2017 McGill Lifetime Achievement Award.

Dr Ernesto Schiffrin was the recipient of the 2017 Prix Galien Canada - Research Award for having made the most significant contributions to pharmaceutical research in Canada.

Dr Louise Pilote is one of two recipients of the Berlin Institute of Health (BIH) Excellence Award 2017 for Sex and Gender Aspects in Health Research in recognition of her work incorporating gender aspects into biomedical research.

Dr Emily McDonald received the Canadian Society of Internal Medicine New Investigator Award for her work on over diagnosis and over treatment of venous thromboembolic disease.

Dr Ruxandra Bunea received the 2017 Internal Medicine Transition to Clinical Practice Teaching Award for her dedication in teaching history taking and physical exam.

Dr Jeff Wiseman was one of 11 laureates presented with student-nominated Transition to Clinical Practice (TCP) Awards for Excellence in Teaching in January. TCP is a unique 6-month component during the 4-year medical curriculum when students apply the knowledge learned in their first 18 months, practice their skills, and learn key aspects of various disciplines without being responsible for patient care.

Dr Joyce Pickering received the 2017 Physician-in-Chief Award in recognition of her exemplary and outstanding service to the Dept of Medicine.

Dr Amal Bessissow received the 2017 Douglas G. Kinnear Award for Outstanding Teacher.

Dr Cristina Mindru, Director of the Neuro GIM Consult Service, and the Stroke Team at the MNI won a Cuvée 2017! PRIX Profession Santé

Dr Todd Lee received a FRQS Chercheur Boursier Salary Award.

Dr Charith Sairam was accepted into the McGill-HEC Montreal Executive MBA Program to start in September.

2016

Dr Ernesto Schiffrin was awarded The Margolese National Heart Disorders Prize 2016 for advancing the understanding of high blood pressure's effects on vasculature. He was one of 3 of Canada's leading researchers in brain health, heart health and cancer to have been singled out by the University of British Columbia Faculty of Medicine for their accomplishments, and for their potential to make further contributions in their fields.

Dr Beth Cummings was appointed Associate Dean, Undergraduate Medical Education in January and named to the Faculty Honour List for Excellence in June.

Dr Louise Pilote was named a laureate by the Montreal Women's Y Foundation for the Women of Distinction Award for Health. These awards spotlight the achievements and leadership of women in many sectors of Montreal, whose paths serve as models for all.

Dr Stella Daskalopoulou received the MUHC Department of Medicine Early Career Staff Research Award.

Dr Susan Kahn received the CSIM 2016 David Sacket Award.

Dr Jeff Wiseman received the CSIM Osler Award 2016.

Dr Thomas Maniatis was the Scientific Director, CSIM Annual Meeting 2016 in Montreal, the most widely attended CSIM Annual Meeting in the history of the CSIM.

Media

2019

Dr Suzanne Morin, a member of the Council of Scientific Advisors of the International Osteoporosis Foundation, comments on the Canada Food Guide in La Presse. How should we meet our nutritional requirements? [La Presse](#):

Dr David Hornstein's Intensive Care Unit Diaries Project appeared in La Presse on 22 December. [Read more!](#)

Dr Hornstein was on The Sunday Edition on CBC Radio to explain The Bridge Program, which he initiated in Intensive Care Units. See and hear the full story [here](#):

Dr Natalie Dayan, et al's article, Infertility treatment and risk of severe maternal morbidity: a propensity score--matched cohort study, recently published in the CMAJ, received international media coverage. Dr Dayan gave many interviews on their findings. Some samples: [CTV News](#), [Global](#), [CBC](#)

Dr Natalie Dayan was asked by [La Presse](#) to comment on a study published in the JAHA on 4 June 2019.

Dr Natalie Dayan was named Quebec's first Research Chair in Women's Heart Health on 18 June 2019 See [La Presse Canadienne](#), [Métro](#) and [L'Actualité](#). Dr Dayan was on the CBC 88.5 f.m. for a live interview, and on CTV News.

Dr Emily McDonald and Dr Todd Lee were in the media for their article in [JAMA Internal Medicine](#), that looked at reductions in the acquisition of common multidrug-resistant organisms and nosocomial infections in 100% single-patient rooms compared with ward-type rooms. See the report in the [McGill Reporter](#).

Dr Emily McDonald appeared in [MyMUHC](#) on reducing seniors' medication overload.

Dr Kaberi Dasgupta, et al's article, Gestational diabetes associated with incident diabetes in childhood and youth: a retrospective cohort study, recently published in the CMAJ, had international news coverage. Dr Dasgupta gave interviews to CBC Radio on Homerun, to [La Presse](#), published on line, and to CTV.

2018

Dr Tagalakis co-hosted the Thrombosis Canada Annual Education Conference 2018 in Montreal on 27 October 2018 and was interviewed by [CTV](#), [Global News](#) and [La Presse](#).

Dr Linda Snell was quoted in The Globe and Mail: Doctors under observation: How coaching is changing medical education in Canada. See article [here](#).

Dr Louise Pilote Heart disease among women CTV News, February 1, 2018
<https://www.ctvnews.ca/video?clipId=1316707>

2017

Dr Emily McDonald was interviewed by Le Devoir on May 18 re her work on Imovane (zopiclone).
 Control click: [Le Devoir](#)

2016

Dr Jeff Wiseman was on the MUHC News. He is currently developing a serious medical smartphone-based game called The Deteriorating Patient with the aim of helping medical students learn how to stabilize severely ill patients when on call.

Dr Louise Pilote was interviewed by the [BBC World Service Health Check](#) in February for her article, *Let's talk about sex . . . and gender*, in Cardiovascular Perspective, Circulation: Cardiovascular Quality and Outcomes, 2016;9:S100-S101.

F. List of members of the faculty on Committees of the Faculty and Hospital

JGH	MUHC	St. Mary's Hospital
Rubin Becker	John Angelopoulos	Bruce Campbell
Ruxandra Bunea	Samuel Benaroya	Gail Goldman
Beth Cummings	Amal Bessissow	Todd McConnell
Michelle Elizov	Michael Churchill-Smith	Suzanne T. Morin
John Hoffer	Kaberi Dasgupta	Jeffrey Segal
Susan Kahn	Stella Daskalopoulou	Farzaneh Shamekh
Maral Koolian	David Dawson	
Jed Lipes	Natalie Dayan	
Samuel Mamane	Suzanne Dube	
Joseph Raffoul	Ken Flegel	
Ernesto Schiffrin	Laurence Green	
Blair Schwartz	Steve Grover	
Vicky Tagalakis	Mathew Hannouche	
Luc Trudeau	David Hornstein	
	Julian Huertas-Garcia	
	Dev Jayaraman	

	Khue Ly	
	Isabelle Malhame	
	Thomas Maniatis	
	Emily McDonald	
	Cristina Mindru	
	Suzanne Morin	
	Louise Pilote	
	Charith Sairam	
	David Shannon	
	Linda Snell	
	Ning-Zi Sun	
	Thierry Toledano	
	Patrick Willemot	
	Jeffrey Wiseman	
	Patrizia Zanelli	

Faculty members participate in McGill Faculty of Medicine committees:

Such as, but not limited to:

Committee for Medical Education Governance (C-MEG)

Faculty Development Team

Teacher Recognition Committee

LEAP (Learning Environment Action Panel)

ELC (Education Leadership Council)

Postgrad Advisory Committee

Faculty's Educational Awards Committee

Lifelong Learning Working Group

Committee for Medical Education Governance

Undergraduate Medical Education Accreditation Committee

Faculty of Medicine, Student Assessment Committee

MSc Epidemiology Admissions Committee

Committee for Medical Education Governance

Undergraduate Medical Education Accreditation Committee

Faculty of Medicine, Student Assessment Committee

McGill Medicine Faculty Development Committee

McGill Undergraduate Education Committee in Internal Medicine

McGill Institute for Health Sciences Education Executive Committee

McGill Institute for Health Sciences Education Internal Seed Grant Committee

Search Committee for the Director of the McGill Institute for Health Sciences Education.

See also in the Administration and Governance Section for

Interview Committees, Program Training Committees

Faculty members participate in Hospital committees:

Such as, but not limited to :

MUHC Research Ethics Committee

Department of Medicine Awards Committee

RI-MUHC Research Program Council

RI-MUHC Scientific Leadership Committee

RI-MUHC Management Committee.

RI-MUHC Executive Committee of the Metabolic Disorder and Complications Program

Chair, MUHC Radiation Oncology Division Director Search Committee

Member, MUHC Nephrology Division Director Search Committee

Chair, Royal Victoria Hospital Internal Medicine Residency Program Site Director Search Committee.

Member, Lady Davis Institute for Medical Research Scientific Director Search Committee

G. Strengths and weaknesses of the faculty as a whole

Strengths:

1. Recruitment in line with University policy of equity, diversity, inclusiveness with four of the last six recruits in the past 4 years being women
2. Successful faculty promotion to associate and full professor; 50% of full professors and 41% of associate professors are women
3. Significant leadership roles at the Hospital and University level
4. Several members have received national and international recognition in research and teaching

Weaknesses:

1. Balanced appointment among clinician teachers, educators, clinician investigators and scientists is a challenge with the PEM system of hiring in Quebec
2. Site-centric faculty appointments is a challenge to division wide activities
3. Work-life balance, physician well-being and mentorship require a division-wide focus

H. Plans for future recruitments

JGH: Dr Teresa Cafaro to start 1 July 2021

MUHC: February 2020 launched a search and selection committee to fill 2 positions of clinician teacher and 1 of clinician scientist. Interview process ongoing

I. Description of mentoring practices in the Division

The Division oversees mentoring of new recruits. At the annual performance evaluation new recruits (within 5 years of appointment) have two meetings, one with their clinical site Division chief and one with the Division chair. Both meetings aim to review career goals and milestones, discuss issues and challenges, and address physician wellbeing issues. In addition, the Chair meets informally at the start of their appointment and ad hoc throughout the year to review issues that may come up, discuss promotion preparation and/or suggest opportunities for funding. The Division aims informally to provide mentorship and guidance to new clinician investigators by pairing them with more senior investigators within the Division. A more formal process of mentorship is in development.

J. Record of promotions of faculty since beginning of mandate

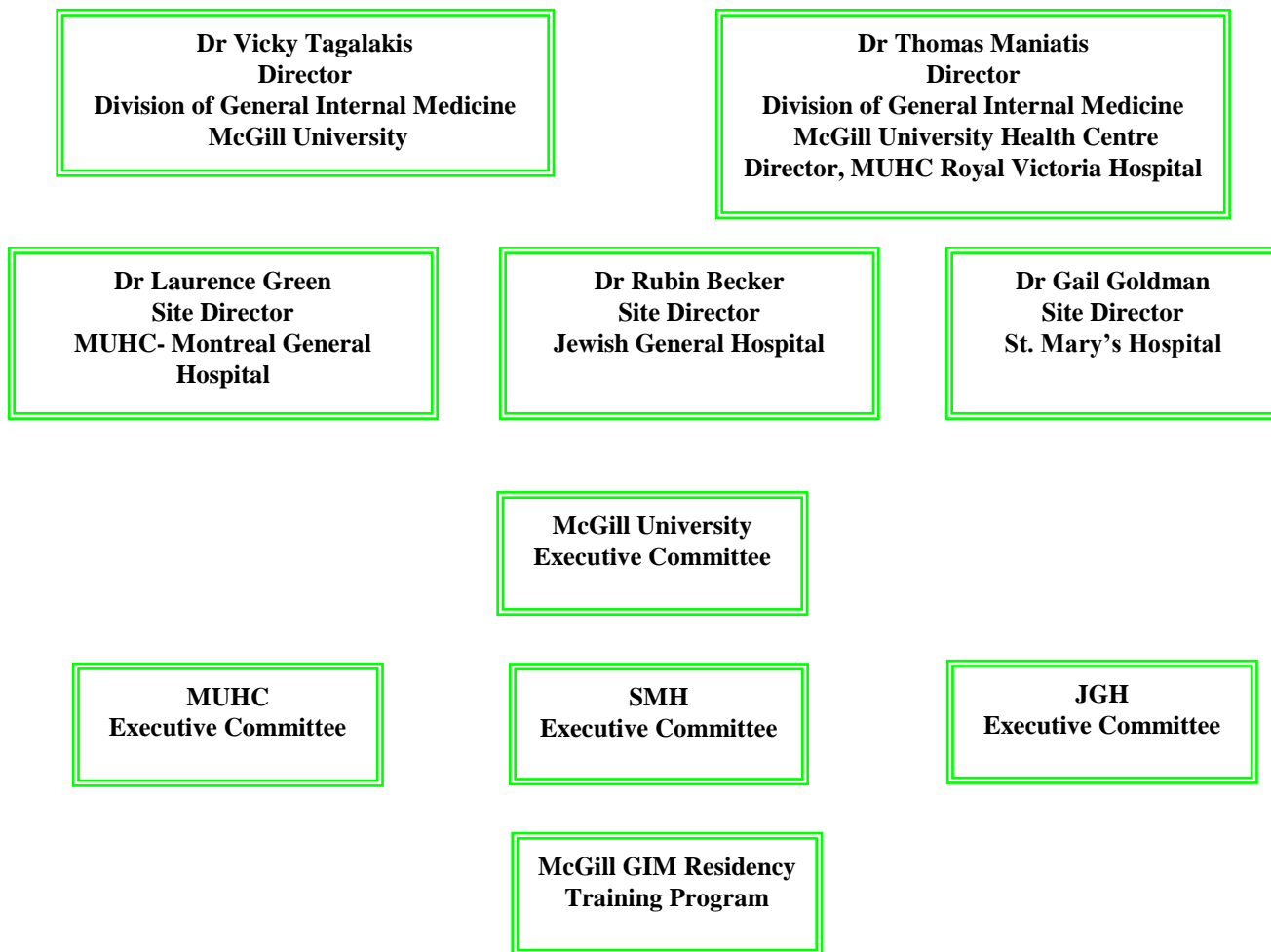
2019: **Dr Kaberi Dasgupta** was promoted to Full Professor with Tenure.

2017: **Dr Tom Maniatis** was promoted to Associate Professor of Medicine.

2016: **Dr Beth Cummings** was promoted to Associate Professor of Medicine.

II. DIVISIONAL ADMINISTRATION AND GOVERNANCE

A. Administrative Table of Organization



B. Divisional Committees

McGill University Division of General Internal Medicine Executive Committee

Responsibilities:

Recruitment

McGill Division wide issues, including faculty development, education, and research

Committee Members:

Vicky Tagalakis, Chair

John Angelopoulos, Interim Site Chief Lachine Hospital

Rubin Becker, Site Chief Jewish General Hospital

Michelle Elizov, Faculty Development and Education representative

Laurence Green, Site Chief Montreal General Hospital

Gail Goldman, Site Chief, St. Mary's Hospital

Suzanne Morin, Research representative
Thomas Maniatis, Director MUHC

McGill University Health Centre Division of General Internal Medicine Executive Committee

Responsibilities

MUHC recruitment
MUHC issues

Committee Members

Thomas Maniatis (Chair)
John Angelopoulos
Laurence Green
Dev Jayaraman
Khue Ly
Emily McDonald
Cristina Mindru
Joyce Pickering
Ning-Zi Sun

Jewish General Hospital Division of General Internal Medicine Executive Committee

Responsibilities

JGH recruitment
JGH issues

Committee Members

Rubin Becker (Chair)
Ruxandra Bunea
Beth Cummings
Michelle Elizov
John Hoffer
Susan Kahn
Maral Koolian
Samuel Mamane
Joseph Raffoul
Ernesto Schiffrin,
Vicky Tagalakis

St Mary's Division of General Internal Medicine Executive Committee

Responsibilities

SMH recruitment
SMH issues

Committee Members

Gail Goldman (Chair)
Bruce Campbell
Irving Dylewsky
Todd McConnell

Suzanne T. Morin
Jeffrey Segal
Farzaneh Shamekh

GIM Residency Training Program Committees

Residency Training Program Committee

Faculty

Patrick Willemot, Chair
Amal Bessissow
Bruce Campbell
Natalie Dayan
Jacynthe Harvey
David Hornstein
Maral Koolian
Jed Lipes
Khue Ly
Isabelle Malhame
Samuel Mamane
Emily McDonald
Suzanne Morin
Mark Smilovitch

R4s and R5s on the Committee

Xing Jian Liu, Natasha Nathoo, Chief Medical Residents
Laurence Bellemare, R5 Rep
Tanya Girard, R4 Rep
Jesse Popov, R4 Rep
Penny Toliopoulos, R4 Rep

Selection Committee

Maral Koolian (Chair)
Patrick Willemot
Amal Bessissow
Bruce Campbell
Michelle Elizov
Jed Lipes
Isabelle Malhame
Suzanne Morin
Jeff Segal
Vicky Tagalakakis

Competence Committee

Michelle Elizov (Chair)
Patrick Willemot
Bruce Campbell
Mathew Hannouche
Dev Jayaraman

Khue Ly
Jeffrey Segal
Patrizia Zanelli

C. Divisional meetings

McGill Executive, MUHC Executive, RVH Business Meetings, MGH Business Meetings, JGH Business Meetings, and SMH Business Meetings

Special Meetings: Mini-MUHC Retreat July 2019
Division Retreat, November 2019 (see report, Appendix 1)
Division Retreat, 2017 (see report, Appendix 1)

D. Divisional quality assurance and performance improvement committees and activities for hospital clinical care

The MUHC Division has major commitments in inpatient and outpatient medicine across its individual hospital centres, (MGH, RVH. And Lachine) and participates in all hospital quality assurance processes integral to the clinical spheres involved. Quality assurance in inpatient services is addressed by morbidity and mortality rounds, sentinel reviews, and rotation feedback reviews (inpatient services). There is active participation and leadership from the division in multiple hospital-based quality assurance committees including: Medication Safety committee, Pharmacy and Therapeutics, the Clinical Pertinence Coordinating Committee, the Department of Medicine Quality Assurance Committee, the Technology Assessment Unit and the Clinical Practice Assessment Unit. General Internal Medicine has taken a leadership role in quality assurance and patient safety providing directorship to the Clinical Practice Assessment Unit. This unit oversees 13 different Quality Leads from across the Department of Medicine and organizes an annual symposium on high value healthcare. The symposium invites abstracts related to quality assurance in the hospital from trainees and from each of the divisions. The Unit aims to publish high quality peer-reviewed science related to QA and patient safety initiatives taking place in the hospital. For outpatient clinical activities we performed a preop chart review in 2017 to assess the quality of care we were providing in the preop clinics based on pre-determined criteria. In 2020, we are in the process of analyzing the preop clinic use of BNP testing in order to look at impact on resource usage and patient outcomes (length of stay, clinical outcomes).

The JGH and SMH Divisions oversee quality assurance and performance improvement in inpatient and outpatient activities as well. Quality assurance in inpatient services is addressed by morbidity and mortality rounds, sentinel reviews, and rotation feedback reviews (inpatient services). Quality assurance of outpatient activities are reviewed through quality improvement projects including for example accuracy of outpatient anticoagulant prescriptions. In addition, patient experience at one of the outpatient clinics at the JGH was recently assessed.

For all sites, quality assurance in teaching and administration is addressed during the annual review process with each Faculty member and merit exercises, which seek to address performance of Faculty in many capacities in a systematic fashion. Audits with feedback are provided based on standard quality metrics such as length of stay, return to hospital and mortality. Rates of central venous catheters, antibiotic use and Foley catheters are also fed back on an annual basis. Quality assurance in research activities is addressed by internal processes at the MUHC Research Institute and JGH Lady Davis Institute for Medical Research, as

well as during annual reviews. In terms of the Division Directors' performance, this is reviewed annually with the Department Chair as part of the annual performance review process.

The MUHC Division of GIM has an executive committee that meets monthly to address strategic issues including policies and hiring, as well as to provide a venue for clinical and other leads to present reports important to the overall functioning and management of the Division. Minutes are sent to the Department Chair for review and to favour transparency in decision-making.

The RVH and MGH Business meetings are held monthly.

The JGH and SMH executive committees also meet monthly to review hiring and address clinical issues and hospital activities.

Finally, the McGill Executive meets 6 times a year to review issues related to the academic mission, recruitment, the GIM residency program, faculty development and mentoring, as well as clinical programs across the sites. Minutes are sent to the Department of Medicine.

E. Divisional Strategic Plan if any, including both Hospital and Faculty perspectives

Our Division wide strategic plan is aligned along faculty and hospital perspectives. Our aim is for our academic mission including research, teaching and quality improvement be aligned with our patient care clinical programs including medical obstetrics, peri-operative care medicine, thrombosis medicine, cardiovascular prevention and vascular health, and complex care medicine. Strategic recruitment over the past 10 years has strengthened these clinical programs and are increasingly being informed by the bi-directional flow of knowledge between our clinical experts and researchers in these areas. The aim is to build these programs across our sites, through proactive faculty recruitment, sharing of best practices that are informed by our quality improvement researchers, building education and training experiences for our trainees, and across-site research collaboration. Moreover, borne out of our clinical programs is the development and establishment of clinical fellowships, for example Thrombosis Medicine, and we are planning for a perioperative fellowship.

III. EDUCATION PROGRAM

A. Courses (undergraduate, graduate and post-graduate)/clinical rotations/fellowships

The Division of General Internal Medicine (GIM) is central to teaching in the Department of Medicine. Our faculty members are active in teaching of medical students, residents, fellows and colleagues, and in educational leadership.

Clinical Teaching

Members of the Division of GIM attend on multiple "teaching services" where, in addition to providing high-quality subspecialty care to our patients, we provide exemplary clinical supervision to medical (clerkship) students, core Internal Medicine residents, and "off-service" residents. Our key teaching services Include:

1. Clinical Teaching Units (CTUs)
2. GIM Consultation Services
3. GIM Clinics

Some members of the Division have additional clinical and teaching responsibilities in:

- Thrombosis Medicine
- Preoperative Assessment
- Obstetrical Medicine
- Critical Care Medicine (ICU)

In addition to clinical supervision, members of the Division of GIM are active participants in the pre-clerkship undergraduate medical curriculum.

Finally, several clinician-research members provide teaching and MSc/PhD student supervision in other Departments (eg. Epidemiology and Biostatistics, Experimental Medicine).

The Division is very active with the Royal College of Physicians and Surgeons of Canada (RCPSC). At least 6 of our division members are active examiners for the internal medicine oral exam. Dr Thomas Maniatis is Chair of the Internal Medicine Specialty Committee and Dr Beth-Ann Cummings is Chair of the General Internal Medicine Examination Board.

General Internal Medicine Residency Training Program R4 and R5

The McGill University GIM program is a 2-year subspecialty training program fully accredited by Royal College of Physicians and Surgeons of Canada in the spring of 2019.

The clinical training is primarily offered at 4 hospital sites: McGill University Health Centre (Montreal General Hospital and Royal Victoria Hospital - Glen Site), the Sir Mortimer B. Davis Jewish General Hospital and St. Mary's Hospital Centre. Fourteen collaborating hospital sites also offer rich training opportunities in community ICU and non-metropolitan/non-tertiary "community" GIM.

The Program offers training experiences concordant with the Royal College GIM Pathways to competence. Residents are also encouraged to develop focused areas of interest during their 36 weeks of elective time. Examples of focused training include procedural training (echocardiography, bronchoscopy, gastro-intestinal endoscopy), graduate-level training (Masters in Epidemiology & biostatistics, Masters in Education) or focused clinical training (thrombosis medicine, inflammatory rheumatology with use of biologics, neurovascular/stroke care, inflammatory bowel disease).

GIM cohort entry numbers have been steadily increasing over the past 10 years and are now 8-10 new R4s per year. 75-85% of graduates take positions in community GIM settings. 1-2 residents per cohort do a second subspecialty in Critical Care Medicine.

There are approximately 100 McGill-affiliated faculty members (including GIM, CCM, Obs Med and non-invasive cardiology, as well as community GIM faculty with McGill appointments). The McGill Division of GIM counts 59 faculty members on its Division website.

The McGill GIM Program has a 0.4 FTE Program Director and a 0.8 FTE Program administrator. The Residency program committee has representation from all components of the program and vibrant resident involvement; it meets ~8 times a year. The Competence committee membership is selected from McGill Division of GIM faculty members and reviews all residents' academic progress 5 times a year and also meets on an ad hoc basis in cases of remediation. The Selection committee is composed of faculty members from the RPC and meets during the time of the Canadian Residency Matching Service Medicine Subspecialty Match.

Enhancements to the GIM program beyond RCPSC requirements include:

- The Clinical Scholar Program is a longitudinal scholarly learning module within the General Internal Medicine program with the goal of providing formal training and mentorship in scholarly work to GIM trainees, whatever their career plans may be. Through mentorship and a series of seminars integrated into academic half day, residents learn the tools needed to complete a scholarly project (quality improvement, clinical research, curricular design, patient audits, or others) during their GIM training and present it at the Québec Interuniversity GIM Research Day at the end of their R5 year.
- The annual Québec Interuniversity GIM Research Day
- The annual resident retreat
- One-on-one meetings with PD 4 times a year to discuss academic progress, wellness and career counselling
- Career counseling activities integrated throughout training including a Job finding workshop, CV writing workshop, Interview workshop, and dissemination of available GIM positions in Québec and the rest of Canada.
- Simulation centre activities: OSCEs in R4 and R5, procedural & POCUS training
- Established training opportunities in echocardiography, bronchoscopy and digestive endoscopy
- The Resident Progress Report, a composite resident evaluation tool taking into account all assessments. It provide regular and frequent holistic summative feedback to residents and guides Competence committee decisions regarding promotion.

Challenges to the program:

- Ongoing implementation of Competence by Design: residents and faculty continue to adjust to the expectation of frequent, low-stakes work-based assessment.

- Maintaining the flexibility of training within the framework of CBD stages of training: requires residents to have focus and discipline in order to complete Core of discipline EPAs rapidly, in order to devote 8-12 months to focused training. Elective time has decreased from 13 periods to 36 weeks within the structure of CBD. McGill PGME has shown flexibility in providing up to 6-month extensions of training for focused training required by hiring bodies.
- More immediately: maintaining the program during the restrictions of the CoViD-19 pandemic.

Opportunities in the program:

- Increasing job opportunities in the Montréal area, in comparison to 5 years ago, create interesting opportunities for residents.
- Ongoing development of decentralized GIM training / increasing community-based GIM/CCM opportunities

Thrombosis Fellowship (1 year)

McGill University Clinical Thrombosis Fellowship and the Area of Focused Competence (AFC) in Adult Thrombosis Medicine Fellowship (ATM)

In January 2018, McGill University received accreditation by the Royal College of Physicians and Surgeons of Canada (RCPSC) for the newly developed Area of Focused Competence (AFC) Diploma Program in Adult Thrombosis Medicine (ATM). Learners graduate as Royal College certified experts in the field of Adult Thrombosis upon completion of the one-year competence-based fellowship. The AFC's host program is the General Internal Medicine (GIM) residency training program.

Dr. Maral Koolian is the AFC Program Director. **Drs Susan Kahn, Maral Koolian, and Vicky Tagalakis** are members of the Residency Program Committee (RPC) and Program Competence Committee (PCC). **Dr. Kahn** is the chair of the PCC and **Dr. Koolian** of the RPC. The RPC and PCC report directly to **Dr. Patrick Willemot**, the GIM residency program director and, by extension, to the McGill Division of GIM, directed by **Dr. Vicky Tagalakis**. The AFC program is based out of the Jewish General Hospital's Centre of Excellence in Thrombosis and Anticoagulation Care (CETAC), under **Dr. Kahn's** direction, and learners are supervised by physicians from various backgrounds, notably GIM.

In addition to their pivotal leadership roles, **Drs Kahn, Koolian and Tagalakis** contribute significantly to the AFC program on a day-to-day basis. They are actively involved in: educational and academic curriculum design and delivery; direct clinical and research supervision of learners; formal diploma assessment at the Royal College; regular assessment of learners' portfolios and clinical performance; mentoring related to training, research development, and career planning.

B. Educational Leadership

Several members of the Division of GIM hold education leadership roles with the Department of Medicine, the Faculty of Medicine and nationally.

At McGill University, members of our Division hold the roles of: Associate Dean for Faculty Development (**Dr Michelle Elizov** 1 June 2020), was Assistant Dean for Faculty Development (2016-2020); Assistant Program Director for the [Core Internal Medicine Training Program](#) (**Dr Ning-Zi Sun**); Program Director for the [General Internal Medicine Residency Program](#) (**Dr Patrick Willemot**); and Program Director for the

AFC in Thrombosis (**Dr Maral Koolian**). **Dr Beth Cummings** was Associate Dean for [Undergraduate Medical Education](#) 2016-2019.

Drs Michelle Elizov, Linda Snell and Jeff Wiseman design and implement McGill Faculty Development activities including the Leadership Development Program.

Dr Linda Snell is a Senior Clinician Educator at the Royal College: in this role she leads the faculty development for the Competence by Design (CBD) initiative, co-leads the RCPSC Clinician Educator program, and in 2019 guided 2 specialty programs through the process of developing and implementing CBD nationally. She co-founded and co-hosts the KeyLIME (Key Literature in Medical Education) weekly podcasts, a medical education journal club which get 20,000+ downloads. At McGill Dr Snell co-directs the McGill Master's program in Health Professions Education and co-leads the planning group for development of a Certificate program (deregulated) in Health Sciences Education. She is engaged in faculty development at McGill and internationally (e.g. Mexico, Chile, Japan, China, Korea, Sweden, Taiwan, USA).

Dr Jeffrey Wiseman is Director for Faculty Development for the McGill Undergraduate Medical Education Program, Co-creator and speaker McGill Faculty of Medicine Leadership Development Program, and Creator and Director of the McGill Faculty of Medicine ERRAD (Early Recognition of and Response to Acute Deterioration in hospitalized patients) Course as part of the "bootcamp" course for 4th year medical students. His educational initiatives focus on mentoring all level trainees, and he engages in several Quebec and National outreach activities. He is the co-creator and speaker, CLIME (Canadian Leadership Institute in Medical Education) courses in English and ICLEM (Institut Canadien de Leadership en Education Medical) in French.

Dr Michelle Elizov spearheads the Division's faculty development initiatives. She has expertise in mentorship and peer-to-peer coaching and has begun to pilot a peer-to-peer coaching tool for the faculty in the Division.

Dr Ning-Zi Sun is Assistant Program Director for the McGill Internal Medicine Residency Training Program and Director of the Royal Victoria Hospital General Internal Medicine (GIM) Trainee Clinic. She participated in activities such as resident duty hour reform and how resident patient ownership has evolved in context of duty hour regulations and development of patient ownership through clerkship experiences. In 2016-17, she was the lead in introducing the flipped classroom in the PGME context.

During her appointment as Associate Dean, **Dr Beth Cummings** was responsible for the functioning of the MDCM Program, providing academic oversight to UGME operations and ensuring the MDCM Program was aligned with accreditation requirements.

C. Status of the accreditation of the division's training programs

The Division's training programs include the [McGill GIM Residency program](#) and the [AFC Thrombosis fellowship](#).

2019: The McGill University General Internal Medicine Residency Training Program was granted full Royal College accreditation with an accreditation classification of "Next regular visit in 8 years." The

program's Assessments/CBD tool was recognized as a leading educational innovation. There were no areas of improvement (**see report attached, Appendix 2**).

2020: The AFC was launched in July 2019 with two AFC fellows and in January 2020 received a favourable internal review

The Division is not the custodian of the Core (PGY 1-3) Internal Medicine (IM) Residency Program and as a result holds few leadership positions. Nonetheless, the GIM faculty plays an important and substantial role in clinical teaching and trainee supervision for the core IM program. In March 2019 the Core IM Residency Training Program was reviewed by the Royal College of Physicians and Surgeons of Canada and received an intent to withdraw decision. The clinical learning environment was cited as a major weakness. The Faculty of Medicine took concrete steps to investigate the issues brought forth by the accreditation report. The Division took the initiative of organizing a special divisional meeting in July 2019 and a full retreat in November 2019 to address the clinical learning environment. An in-depth report was provided to the Dean of Medicine, the Associate Dean of Postgraduate Medical Education, and the Department of Medicine (see attached 2019 GIM retreat proceedings). Two GIM working groups were established in March 2020 to address implementation of educational initiatives to improve the clinical learning environment with regard to the clinical teaching and supervision provided by GIM faculty and to address the working conditions. Due to the COVID-19 crisis, the working groups meeting have been temporarily postponed.

D. Strengths; Weaknesses; Opportunities

Strengths:

1. Strong educational leadership at the UGME and PGM level
2. Strong educational scholarship
3. Significant presence within medical education administration including Faculty Development
4. Strong GIM Residency Program, with excellent leadership, innovative programs, and collaborative faculty across all sites
5. Unique fellowship opportunities: AFC in Thrombosis Medicine
6. Faculty flexible and adept at teaching at all levels (UGME, PGME)

Weaknesses:

1. Clinical learning environment and the expectations of faculty and trainees
2. University metrics for promotion not aligned with the academic contributions and productivity of medical educators and clinician teachers
3. Limited funding opportunities at the Department level for educational scholarship/research
4. Limited promotion or showcasing of medical education initiatives at the Department level

Opportunities:

1. The focus on the clinical learning environment following an accreditation decision for intent to withdraw of the core IM program provides several opportunities for the Division to address teaching and training supervision, restructuring of clinical services, and advocating for safety in the working environment and physician well-being.
2. Refocusing and shoring up divisional faculty development initiatives to be more aligned and complimentary to initiatives addressing the clinical learning environment, eg peer-to-peer coaching

IV. RESEARCH PROGRAM

Description of research space and facilities

Division members are international leaders in cardiovascular health, diabetes, obstetric medicine, osteoporosis, peri-operative medicine, quality improvement, vascular medicine, venous thrombosis, and medical education research. They have research offices and space at the JGH and the Lady Davis Research Institute for Medical Research, and the MUHC and the MUHC Research Institute including Core Clinical Epidemiology.

Cardiovascular Health

Dr Louise Pilote is a recognized sex and gender scientist, a leader in sex and gender-based cardiovascular research and a pioneer in comparative effectiveness research. She developed new methodologies to analyze gender as a variable to understand the association between gender, sex, and cardiovascular risk factors and outcomes. She demonstrated in a sentinel paper that gender mattered when it comes to heart disease: patients with a higher “femininity” score—regardless of whether they were a man or a woman—were more likely to experience a recurrent cardiac event. Dr Pilote advanced our understanding of the impact of sex and gender on health outcomes through leading the GENESIS-PRAXY study born out of her work with GENESIS, a team of 50 investigators across Canada that she assembled and led. GENESIS has played a major role in Canada in promoting sex and gender-based cardiovascular sciences both in terms of research output and capacity generation. Dr Pilote leads Gender Outcomes International Group to Further Well-being Development (GOING-FWD), a data science and personalized medicine project. This consortium aims to maximize risk prediction through the integration of sex and gender analysis in research using Big Data Sciences.

Diabetes

Dr Kaberi Dasgupta is the Director, Centre for Outcomes Research and Evaluation, and Director, Clinical Epidemiology, MUHC. She was awarded a grant from the Lawson Foundation entitled, Partnering with the Cree to develop, implement, and evaluate a sustainable diabetes prevention strategy in young families with a gestational diabetes history. This project will develop a diabetes prevention program in families with a history of gestational diabetes in the mother. The intervention will be family-based, involving cooking and exercising in the homes of participating families. This program is being developed in collaboration with Cree Community Health Workers, patients and families, and conducted in partnership with the Cree Board of Public Health. A successful program will be sustained long term by the Cree Public Health with funding through the Aboriginal Diabetes Initiative. Success will be measured by uptake, engagement, participation, and impact on insulin resistance and blood pressure.

Dr Romina Pace is a new recruit and as a clinician-scientist using quantitative and qualitative methods, Dr Pace’s research program will consist of developing data collection structures alongside Indigenous peoples and utilizing this information to help communities improve management and health outcomes of chronic diseases

Obstetric Medicine

Dr Natalie Dayan’s research is focused on maternal health, including outcomes during pregnancy and long-term cardiovascular health after complicated pregnancy. Her research is primarily epidemiological, using large population-based administrative datasets to evaluate short and long-term outcomes after assisted reproduction, as well as determinants of severe maternal morbidity. She is also the principal investigator of a multi-centre behavioral trial evaluating the impact of a nursing-led, self-efficacy enhancing breastfeeding

intervention on postpartum blood pressure and cardiometabolic risk in women who had hypertensive disorders of pregnancy. This trial is supported by a Quebec-specific Professorship for Early Investigators in Women's Heart and Brain Health granted by the Heart and Stroke Foundation of Canada and McGill University and is set to begin recruitment in Fall 2020.

Dr Isabelle Malhamé's research program focuses on preventing severe maternal morbidity and pregnancy-related mortality from cardiovascular causes. This includes the development of risk assessment tools to predict cardiovascular complications, as well as screening and management strategies for acquired cardiovascular disorders in pregnancy.

Osteoporosis

Dr Suzanne Morin's research focuses on the evaluation of outcomes of osteoporosis and its treatment, and implementation of health system improvement initiatives for patients who have sustained fractures such as secondary fracture prevention, pain management and functional recovery, with an interest in using wearables and mobile applications. She also studies the pathogenesis of bisphosphonate-associated atypical femur fractures and safety of calcium supplements on vascular health in postmenopausal women. Dr Morin is a leader in knowledge transfer and clinical practice guidelines development for the management and prevention of osteoporosis and fractures.

Perioperative Medicine

Dr Amal Bessisow's research program consists in improving perioperative risk estimation and in reducing postoperative outcomes. She is interested in determining whether the addition of the six-minute walk test to the revised cardiac risk index improves cardiovascular risk prediction. Also, she studies the impact of multimodal prehabilitation program on preoperative BNP and postoperative cardiovascular adverse outcomes in high risk patients. Her third project will aim to gather a group of Canadian experts to create national recommendations regarding perioperative administration of stress dose corticosteroids.

Quality Improvement

The Division of General Internal Medicine has a core group of individuals who are interested and trained in quality improvement. **Drs Emily McDonald, Laurence Green, Dev Jayaraman (MUHC) and Dr Blair Schwartz (JGH)** lead Quality Improvement projects with the mission to promote, support and coordinate new or ongoing quality improvement, patient safety or high value healthcare initiatives. **Dr McDonald** is the Director of the Department of Medicine's Clinical Practice Assessment Unit which provides oversight to these projects at the MUHC and is responsible for 13 different divisional clinical Quality Leads.

Objectives:

- Provide leadership in planning, implementing and studying initiatives in General Internal Medicine and other medical subspecialties
- Conduct and support research in patient safety, quality improvement and high value healthcare
- Establish a central repository of quality improvement projects and data from across medical subspecialties
- Act as a resource group for quality improvement innovations in the McGill system
- Collaborate with other divisions in the McGill system as well as external institutions
- Teach quality improvement principles by engaging residents in projects
- Publish and disseminate important findings

- Organize the department of medicine annual High Value Healthcare Symposium with abstract presentations and posters from trainees and representation from each of the divisions under the Department of Medicine

Dr Laurence Green and his team are working on unique projects including, the iDECIDE trial, which is a multicentre Canadian trial aimed at instructing residents on how to discuss end-of-life concerns with patients and families using a validated outline. In addition, his team is spearheading a project for patient-centred care including education sessions to staff, a pamphlet attached to the patient's bedside and a redesigned whiteboard where patients and families can ask questions or voice concerns.

Dr Dev Jayaraman and his team are undertaking the following initiatives:

- Serious Illness Conversation Guide Implementation: As part of a cross country multi-center project, they have been working on training clinicians having meaningful conversations with patients and/or surrogate decision makers when admitted to medical wards. The study will conclude in the next year, but the training will continue to target medical residents and other clinicians at the MUHC
- Review of current model delivery of care to unstable patients on the wards and designing a system that is applicable to the MUHC.
- As co-chair of MDPEC review sentinel cases and system failures and design/implement changes to address such issues.

Dr Emily McDonald and her team are leading several projects. Based at the MUHC, **Dr Emily McDonald** and Dr Todd Lee (Infectious Diseases) are the principal investigators of the MedSafer Studies (www.medsafer.org). MedSafer brings together clinician researchers with strong scientific and clinical backgrounds in Geriatric Medicine, Internal Medicine and Geriatric Pharmacotherapy from 11 sites at 7 institutions across Canada to facilitate safer prescribing for hospitalized older adults.

Ongoing Projects at the MUHC:

- Catheter-associated urinary tract infections
- Antibiotic stewardship
- Laboratory mindfulness
- Promotion of transfusion safety and restrictive blood transfusion practices
- A ward-based Medical Emergency Team to improve outcomes for unstable patients on medical wards
- Reduction of inappropriate proton pump inhibitor use
- Deprescribing and other safer prescribing initiatives in older hospitalized adults (multi-centre trial involving 11 academic hospitals across Canada)
- Evaluate the predictability and reasons for hospital re-admissions
- Assess factors that influence end-of-life care on medical wards (multi-centre Canadian study) quality of treatment of hyponatremia (in collaboration with the University of Toronto)
- CQI plans to establish a database in the outpatient clinics to assess quality of care provided in the clinics.

Drs Maral Koolian and Blair Schwartz and the JGH initiatives

- Implementation of Choosing Wisely Canada “Drop the Preop” toolkit at the JGH Pre-Surgical Screening Clinic
- Reduce delays to urgent hip fracture surgery in patients taking oral anticoagulants
- Creation, implementation, and assessment of Anticoagulation Stewardship Program for hospitalized patients on therapeutic doses of anticoagulants

- Creation, implementation, and assessment of pre-printed DOAC prescription in the ED for patients diagnosed with DVT
- Effect of availability of “high-intensity” CTU beds on ER Length of stay for patients with DKA
- Determine safety and efficacy of “fast-track” clinic for diagnosis and management of DVT
- Reduce unnecessary CT scans for diagnosis of PE in pregnant women via implementation of the YEARS protocol
- Reduce unnecessary CT scans for diagnosis of PE with appropriate use of existing prediction tools such as D-dimer and Well’s score
- Determine and improve appropriate utilization of PCP prophylaxis in corticosteroid users
- Streamline procedures for identifying appropriate removal of inferior vena cava filters
- Assess safety and effectiveness of intravenous unfractionated heparin amongst hospitalized patients

Vascular Medicine

Dr Schiffrin is Professor and Vice-Chair (Research), Department of Medicine, McGill University, Physician-in-Chief, Department of Medicine, Jewish General Hospital, and Canada Research Chair in Hypertension and Vascular Research. He is world renowned in the fields of vascular and hypertension research. He holds the Canada Research Chair in Vascular Health and Hypertension. His most recent award, The Margolese National Heart Disorders Prize 2016, was for advancing the understanding of high blood pressure’s effects on vasculature. He was one of 3 of Canada’s leading researchers in brain health, heart health and cancer to have been singled out by the University of British Columbia Faculty of Medicine for their accomplishments, and for their potential to make further contributions in their fields.

Dr Stella Daskalopoulou’s research focuses on the identification of early markers of vascular impairment and maintenance of vascular health, with main interest in cardiometabolic diseases, women’s health, and vascular disease prevention. Her objective is to integrate biomedical technology into an innovative cardiovascular research program aimed at unraveling the arteriosclerosis and atherosclerotic process. She founded and directs the Vascular Health Unit at the McGill University Health Centre, which consists of a Clinical Lab (Physiology and Imaging Labs) and a Wet-bench Lab, and was funded by two CFIs and other sources. The Clinical Lab is strategically located in close proximity to the outpatient clinics at the Montreal General Hospital, possessing a peerless institutional capacity to conduct translational, patient-centered vascular research in a clinical environment. The Wet-bench Lab is located at the Glen (RI-MUHC) and accommodates fundamental research related to atherosclerosis. For her research, she has received considerable funding by CIHR, HSFC and FRQS.

Dr Steven Grover’s research focuses on the importance of exercise, healthy eating, and other lifestyle interventions to improve health, as well as on digital, e-health interventions using web-based platforms.

Venous Thrombosis

The Venous Thromboembolism Research Group is devoted to generating practice-changing knowledge in the areas of diagnosis, treatment and prevention of deep vein thrombosis and pulmonary embolism (venous thromboembolism-VTE). Collectively, the group currently runs 15 peer review-funded (e.g. CIHR, NIH, Heart & Stroke) or investigator-initiated studies on the diagnosis, prevention and treatment of thrombosis and 6 studies funded by various pharmaceutical companies. To date, the group has been awarded ~ \$8 million funding as Principal Investigators and more than \$26 million as Co-Investigators on peer-reviewed grants, and has led international thrombosis-related guideline development (e.g. ACCP guidelines, AHA guidelines, ASH guidelines) and knowledge transfer of evidence-based clinical practices with respect to thrombosis care and anticoagulation management

Dr Vicky Tagalakis is a clinical epidemiologist and internist based at the JGH. She is appointed as Associate Professor in the Department of Medicine. She is Co-Lead of the Quality Improvement Platform of CanVECTOR, a CIHR funded Canadian national research and training network on venous thromboembolism (VTE). Dr Tagalakis' principal research interests focus primarily on etiologic mechanisms for VTE and VTE outcomes primarily in cancer patients. She has expertise in research methodology including pharmacoepidemiology pertaining to thrombosis-related analyses of large administrative databases. She has been awarded numerous peer-reviewed research grants from national and provincial funding agencies, and has published extensively in the field of venous thrombosis.

Dr Susan Kahn is a clinical epidemiologist and internist based at the JGH where she is the founder and director of the Centre of Excellence in Thrombosis and Anticoagulation Care. She is appointed as Professor with Tenure in the Department of Medicine, McGill University, where she is Director of the McGill Thrombosis Fellowship. She is co-Director of the CIHR-funded CanVECTOR Network, a Canadian national venous thromboembolism research and training network. Dr Kahn's research interests focus primarily on clinical trials of interventions to prevent, diagnose, treat, and improve outcomes of venous thromboembolism. She is internationally recognized for her research in the post-thrombotic syndrome. She holds a Tier 1 Canada Research Chair in Venous Thromboembolism.

Medical Education Research

Dr Linda Snell co-leads the International Competency-based Medical Education (ICBME) Collaborators, and is authoring a number of papers about CBME resulting from a forum of experts held in 2019. She holds 3 grants as co-investigator: (a) Fidelity and Integrity of Competence Committee Implementation; (b) Developing Competence in Discussing Goals of Care: Learning needs for trainees and attending staff in Internal Medicine (a poster of this presented at ICRE 2019); (c) Resident-as-Role Model Curricula. She currently supervises 1 PhD and 2 Master's students in medical education.

Dr Jeff Wiseman is a faculty member of the McGill Institute for Health Sciences Education and an associate member of the McGill Faculty of Education ATLAS (Advanced Technologies for Learning in Authentic Settings) Research Laboratory. His research interests include achievement of emotions in medical education and clinical reasoning, adaptive expertise, preparation for future learning, and serious games in medical education. He supervises and mentors of multiple McGill medical students and residents for research projects and electives in medical education. His current research projects include:

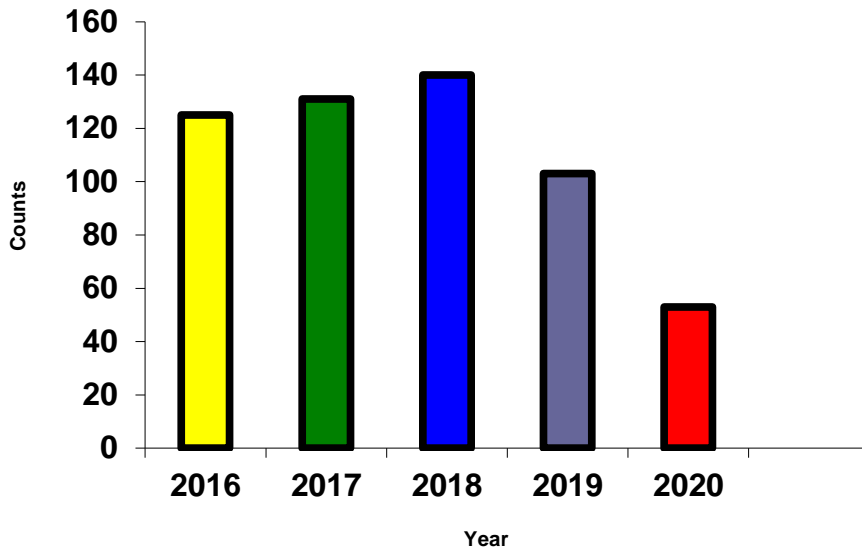
- The Deteriorating Patient App and serious game: How do emotions hinder or help clinical reasoning?
- Bioworld virtual cases to teach clinical reasoning to 2nd year medical students
- HOWARD (Helping Others With Argumentation and Reasoning Dashboard) Instructor dashboards for tutoring multiple simultaneous and asynchronous online problem-based learning groups
- Translating North American medical educational tools (the SPIKES Algorithm for sharing bad news) into different cultural contexts.

Dr Ning-Zi Sun is an associate member, McGill Institute for Health Sciences Education and the McGill Department of Medicine representative for the Faculty's inter-departmental Clinical Education Champions Initiative. Her research interests lie in education innovation, curriculum development and quality improvement, including a high-fidelity simulation-based crisis resource management teaching module for internal medicine residents and a low-fidelity simulation-based Early Recognition of and Response to Acute Deterioration (ERRAD) course for graduating medical students. As the lead in the use of the flipped classroom in the PGME context, she explored the acceptability and feasibility of using flipped classroom for

resident academic half-day teaching, and the impact of transitioning from didactic lecture to flipped classroom on residents' learner engagement during academic half-day

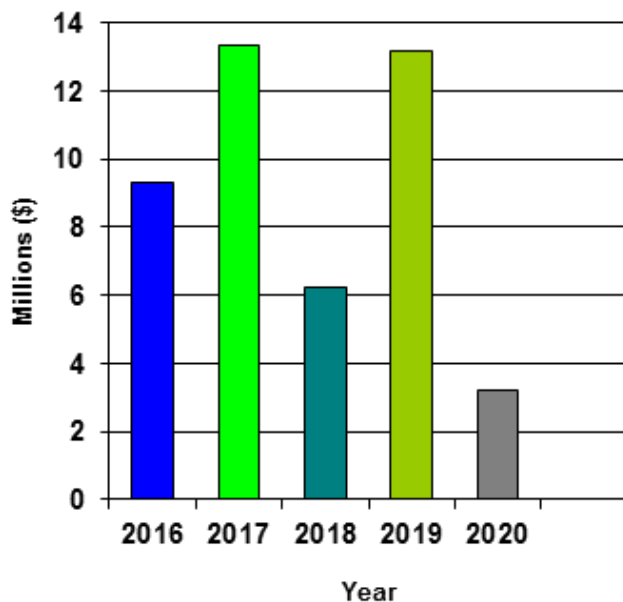
A. Publications of Division Faculty since new mandate
See Appendix 3: Publications 2016 – 2020

Trends in Division Publications 2016-2020



B. List of grants since the last review including past, currently active and pending governmental, foundation and industry grants, clinical trials, team projects and multidisciplinary programs
See Appendix 4: Grants 2016 - 2020

Funding trends since the new mandate



D. Strengths; Weaknesses; Opportunities

Strengths:

1. Strong and impactful research output
2. Over 50% of research output by women investigators
3. A balanced concentration of early, mid and senior level clinician scientists
4. Broad divisional research expertise that includes basic science, clinical outcomes and evaluate research, clinical epidemiology, quality improvement, and medical education
5. Research aligned with clinical programs

Weaknesses:

1. Financial and infrastructure support for early career clinician-scientist/investigator recruits varies across sites and is a challenge to division wide mentorship
2. Sustainability of mid-career researchers and secured funding
3. Need for more collaborative and multi-center studies among divisional faculty researchers as this will further enhance research productivity and shared resources

Opportunities:

1. GIM leadership in the MUHC Clinical Practice Assessment Unit and Quality Improvement research provides an opportunity for collaborative initiatives within the Division and across other groups
2. With the strategic establishment of clinical programs across sites (periop medicine, thrombosis medicine) opportunity for across site research collaboration

E. Plans for future recruitments

The Division has been extremely successful in the past ten years recruiting four clinician-scientists, and three of were awarded in 2018 and 2019 prestigious junior (early career) salary awards from the FRQS. The Division at the MUHC launched a search and selection process in February 2020 and is targeting recruitment for a clinician investigator in perioperative medicine. Although there is lack of PEM positions at the JGH, the JGH is committed to recruiting in the next 5 years a clinician-researcher in medical obstetrics.

V. CLINICAL PROGRAM

A. Description of services provided by the divisions in hospital(s) including the major initiatives and priorities

The Division provides clinical care at five (5) hospital sites including the MUHC which includes the RVH, MGH and the Lachine Hospital, JGH, and SMH Centre. Core clinical care activities at all sites include the clinical teaching units (in-patient), emergency room consultations, GIM consult service, and GIM ambulatory care clinics. Some sites (see below details) have in addition developed rapid assessment and intervention clinics including the Diagnostic and Therapeutic Clinic at the JGH and Medical Day Hospital and Rapid Assessment clinics at the MUHC and SMH. In addition, the MUHC provides clinical support to the Stroke Service and the Neurosurgery Service at the Montreal Neurological Hospital with a dedicated GIM consultation service, and coverage of the Lachine Hospital intensive care unit.

The Division provides specialized care in the following clinics: complex care medicine, northern GIM services, obstetrical medicine, peri-operative medicine, thrombosis medicine, vascular medicine, bone metabolism and diabetes.

Finally, the Division at the SMH and MUHC-Lachine provide important consultation to the complex care of elderly patients in their respective communities while maintaining a robust teaching program for all levels of trainees on the CTUs and in the emergency room, specialized peri-operative medicine services, and coverage in the critical care units. SMH has established a quality hub with a member of the division of GIM and other sub-specialists to work on quality improvement projects throughout the hospital.

B. Description of unique, divisional clinical facilities

Complex Care Centre

Dr Thomas Maniatis spearheads the MUHC Complex Care Centre. The GIM and Complex Care Clinic at the RVH was initiated in November 2015, when a clinician nurse was hired. In addition to coordinating referrals from Family Medicine and subspecialties in the McGill RUIS, the RVH GIM clinic receives patients with complex disorders transitioning from the Children's hospital, including patients with cystinosis. A similar initiative was started at the MGH with the hiring of a nurse clinician in June 2016, who will help to support the development of the Division's outpatient activities. See more on [GIM at the MUHC](#).

Diagnostic and Therapeutic Clinic

Dr Jed Lipes is the Director of the Diagnostic and Therapeutic Clinic (DTC) at the JGH. The DTC was unveiled in mid-July 2016 and functions as a rapid access internal medicine clinic with dedicated nursing, procedural capabilities on site, therapy rooms (transfusions, IV medication) and dedicated access to radiology. Referrals were initially open to ER only and, due to the initial success, has now expanded to all physicians in the hospital and, more importantly, to the primary care physicians in the community. The 7 internists who staff the DTC see a wide range of acute medical illnesses including malignancy investigation, fever of unknown origin, anemia, acute renal failure, etc., avoiding unnecessary ER visits and hospital admissions. The DTC is equipped with a procedure room and point-of-care ultrasound and the clinician can perform thoracentesis/paracentesis and point-of-care echocardiography. The clinic runs for 4 half-days a week. Several JGH divisional members participate in the DTC.

Thrombosis Medicine

The Centre of Excellence in Thrombosis and Anticoagulation Care (CETAC) at the JGH of which **Dr Susan Kahn** is the director, is well known for its breadth and quality of care, education, and research in Thrombosis Medicine. **Drs Kahn, Tagalakis and Koolian**, amongst other specialists, participate in the CETAC, providing state-of-the-art patient care; in- and out-patient consultation services; thrombosis medicine teaching to medical students, residents and nurses; and conducting research and research training in causes, risk factors, prevention and treatment of thrombosis. Additionally, as one of only three centres in Canada, via the Department of Medicine at McGill University, it offers An Area of Focused Competencies (AFC) Diploma in Adult Thrombosis Medicine, of which **Dr Koolian** is the Program Director. The centre truly serves as an incubator of innovation in clinical care and research.

The MUHC is in the process of developing a conjoint thrombosis program involving GIM and Hematology. It is anticipated that this program will expand over time once the clinical foundations have been well developed to support more scholarly aspects (teaching and research), in conjunction with the JGH CETAC.

Obstetric Medicine

Under the leadership of **Dr Natalie Dayan, Director of the MUHC GIM Obstetrical Medicine**, the clinical activities of this service are expanding. Outpatient clinics continue to expand as a result of increasing demand. The antenatal clinics occurring twice weekly are closely linked with the high-risk obstetrics and gynaecology division at the MUHC and accept referrals from obstetrician-gynaecologists throughout the Montreal region, as well as family physicians and fertility specialists. In addition, this service includes a specialized postpartum clinic, the Maternal Cardiovascular Health clinic (MATCH), which is dedicated to cardiovascular risk assessment and reduction for women who have had medical complications of pregnancy. This postpartum clinic is regionally innovative, and is part of the growing Canadian Postpartum Clinical Research Network.

Subspecialty GIM residents are training in all of these environments on dedicated rotations in medical obstetrics. There is a dedicated inpatient service providing consultative assessments of patients with medical disorders of pregnancy. **Drs Emily McDonald, Khue Ly, Patrick Willemot and Isabelle Malhamé**, and nephrologist **Dr Tiina Podymow** participate on the Inpatient Service.

Vascular Medicine

These clinical activities at the MGH site include the hypertension clinic, vascular medicine clinics and the Maternal Cardiovascular Health (MATCH) clinic.

The Hypertension clinic focuses on investigation and management of patients referred for complicated hypertension. Directors: **Dr Laurence Green and Dr Stella Daskalopoulou**

The Vascular clinic assesses and manages risk factors for patients with known vascular disease. Director: **Dr Stella Daskalopoulou**.

The MATCH Clinic aims at reducing vascular risk in women who have sustained a complication of pregnancy. Director: **Dr Natalie Dayan**.

Dr Ernesto Schiffrin is the Director of the Cardiovascular Prevention Centre at the JGH. The Cardiovascular Prevention Centre is dedicated to diagnosing and treating all risk factors of cardiovascular disease. With a unique multi-disciplinary approach, a team of trained nurses, nutritionists, psychologists (for smoking cessation) and specialized physicians (Internal Medicine, Endocrinology, Neurology, Cardiology),

attend patients in primary and secondary prevention. As well, the Clinic serves as a platform for physician training and research projects in basic and clinical cardiovascular medicine.

Dr Steven Grover is the Director of CHIP (private clinic), a program that promotes healthy lifestyle interventions located off-campus. See the website for more information: [Cardiac Health Improvement and Diabetes Prevention/Control Programs](#).

Perioperative Medicine

The Division provides outpatient and inpatient peri-operative services at all five hospital sites. **Drs Cummings (JGH), Bessissow (MUHC), Angelopoulos (Lachine) and Segal (SMH)** spearhead activities at their respective centres. As well, **Dr Amal Bessissow**'s research program dedicated to optimizing patient outcomes and expanding knowledge in the field of peri-operative medicine is rapidly growing. Through her collaborative work with the Departments of Surgery and Anesthesia, Dr Bessissow and her colleagues have successfully implemented standardized peri-operative testing pathways and are developing systems to identify high risk pre-surgical patients requiring dedicated post-operative follow-up. At the JGH, **Drs Cummings and Koolian** are spearheading along with the Department of Surgery a restructuring of the pre-surgical assessment clinic and patient flow. The JGH is developing a dedicated research program in peri-operative medicine to align with that of the MUHC with the planned recruitment of **Dr Teresa Cafaro** in 2021. The Division provides dedicated clinical rotations in peri-operative medicine (in and out-patient) for GIM residents in all five sites, and is developing a Peri-operative fellowship program.

Bone

Dr Suzanne Morin provides clinical care in two bone metabolism clinics: one in Endocrinology at the Glen site and the other within the Orthopaedics trauma clinic at the MGH site. She is also the lead for the recently initiated Osteogenesis Imperfecta clinic which takes place once monthly at the Glen site and receives young patients who are transitioning from the Shriners Hospital for Children and referrals from across the province.

Diabetes

Dr Kaberi Dasgupta sees diabetes patients weekly on Fridays at the Royal Victoria Hospital in collaboration with a multidisciplinary diabetes care team. Her patients and those of her colleagues provide the inspiration, partnership, and participation needed for her clinical research program in the diabetes prevention and management.

Northern GIM Services: McGill Division of GIM in Inuit and Quebec communities

Dr Patrick Willemot was named GIM Service Chief for Nunavik (Région 17) and Eeyou Istchee (Région 18). Since 2006, Patrick Willemot has been providing GIM consultation services to the Ungava Bay Inuit communities, including daily e-mail support to on-site physicians and week-long clinical visits to Kuujuaq 8-10 times a year. As Nunavik GIM Service Chief, Patrick advises the regional health board in organization of specialized services and has implemented a clinical rotation for R3-R5 residents.

In 2014, Dr Willemot added GIM support to the coastal James Bay Cree communities. Visits to Chisasibi that occur 8 weeks a year, also with R3-R5 resident rotations, are now shared with Dr Pace. In collaboration with RUIS McGill and the Cree Health Board, they have implemented weekly Telehealth clinics to Chisasibi. Patrick, is strongly advocating for "repatriation" of medical subspecialties to the Cree territories, contributing to what is known as population cultural safety.

In 2018, Dr Romina Pace was appointed the first GIM faculty, Poste en Réseau Obligatoire (PRO), Eeyou Istchee, Region 18. While completing her FRQS-funded research training in determinants of health in the Québec Cree, Romina provided service to the inland Cree communities via Mistissini. She is establishing a research program aimed at improving the health of Northern communities affected by chronic diseases.

In 2019, Dr Aly Kanji, was appointed the second faculty in Poste en Réseau Obligatoire (PRO), Eeyou Istchee, Region 18.

The recruitment process has been initiated to appoint **Dr Daphnee Perron-Couture** in Poste en Réseau Obligatoire (PRO), Nunavik, Region 17, to start in December 2020.

C. Clinical centers of excellence

The Centre of Excellence in Thrombosis and Anticoagulation Care (CETAC) at the JGH is well known for its breadth and quality of care, education, and research in Thrombosis Medicine. **Dr Susan Kahn** is the director. The Centre was established in 2018 and is setting the stage for enhanced awareness, prevention, research, training, diagnosis and treatment of thrombosis and its associated complications, not only at the JGH but across the Quebec health care system. The Centre's mandate is to provide leadership and guidance to other institutions and agencies in Quebec to support initiatives in thrombosis prevention and treatment. **Drs Kahn, Tagalakis and Koolian**, amongst other specialists, participate in the CETAC, providing state-of-the-art patient care; in- and out-patient consultation services; thrombosis medicine teaching to medical students, residents and nurses; and conducting research and research training in causes, risk factors, prevention and treatment of thrombosis.

The MUHC is the referral centre for adult patients with cystinosis for the province of Quebec. This clinic follows approximately 20% of the Canadian population of adults with this genetic condition. The clinic provides a dedicated nurse clinician who follows patients closely across the province with this condition, addresses their treatment needs with targeted therapies for systemic and ocular manifestations and ensures appropriate follow-up of this condition with targeted WBC cysteine levels on a regular basis.

D. Strengths; Weaknesses; Opportunities

Strengths

1. Strong varied and multifaceted clinical programs in line with research programs and training program
2. Large and broad scope of clinical care in GIM
3. Clinical programs provide sought-out training opportunities and fellowship development
4. Strong outreach clinical program involving northern communities

Weaknesses

1. Insufficient administrative and nursing support poses a challenge to advancing clinical programs
2. Large breadth of GIM clinical care services across several centres, buildings, and units poses challenges on faculty
3. The MUHC-RVH move to the Glen site has shifted patient care mandates between the MGH and RVH and as a result impacted GIM clinical services inequitably between the two sites.
4. Overextended inpatient and ED services poses a challenge to equitable distribution of clinical load, work-life balance, and academic activities, including teaching and supervision.

Opportunities

1. The clinical and education working groups that have been struck to address the clinical learning environment have the opportunity to implement initiatives to re-structure clinical services and common best practices across sites to improve the learning environment for trainees, working environment for faculty and trainees, and address work-life balance.

E. Plans for future recruitments

At the MUHC, three positions were announced in early 2020. The hiring process was put on hold due to COVID-19. It was re-initiated in May, with the Search and Selection Committee holding its first meeting late May to review 8 applications. Strategically, priority areas for recruitment include (i) clinician-investigator in perioperative medicine, (ii) clinician-teacher in medical obstetrics, and (iii) clinician-teacher in thrombosis medicine. As many of the Division's medical educators are in the latter portions of their careers, the Division is seeking to renew its expertise in medical education as well. At the JGH, Dr Teresa Cafaro has been recruited (anticipated start date July 2021) to spearhead its peri-operative medicine research program. She will be completing a clinical research fellowship in perio-operative medicine at McMaster University. She will be working in collaboration with the MUHC to build a McGill wide research program in peri-operative medicine. Within the next 5 years, the JGH plans to recruit a clinician-researcher in medical obstetrics to establish a GIM specialized clinical program in collaboration with the MUHC-medical obstetrics group. The JGH is one of the busiest obstetrical centres in the province. SMH currently has division members who are likely to retire in the next 5 years. As such they would be in a position to recruit new staff.

F. Division "Mini Pools" per site

MUHC: Royal Victoria Hospital

Division members pay a tax per month, which is deposited into the IMU Associates account that covers sundry expenses such as annual dinners, stipends, etc.

MUHC: Montreal General Hospital

There is no divisional pool at the MGH. Individuals earn per direct billing. Income from teaching Physician Assistant students from the Canadian Forces is used to pay for sundry costs. Donations are used to pay for computers and other more costly divisional expenses

MUHC: Lachine

Does not have a mini pool or tax.

JGH

The JGH division does billing for most clinical income. The taxes for the department are then paid and divisional expenses paid as well from these billings. A monthly cheque is issued to each member and twice per year adjustments are made to individuals to account for each member's billing income from RAMQ,, teaching, research subsidies and administrative stipends. Essentially, division members are paid based on productivity but it allows adjustments for academic activities as well.

St. Mary's Hospital

There is a departmental tax but it is a flat fee and not a portion of physicians' billings.