

Departmental Acknowledgement

"Inspiration is hard to come by. You have to take it where you find it"
Bob Dylan

Hi Everyone,

Innovation is a core value of the Department. We must constantly challenge ourselves and the delivery of health care by thinking of new ways to solve problems, be more efficient, and most importantly improve outcomes. This week's Departmental Acknowledgement goes to an innovator amongst us: **Tanya Di Genova**.

Tanya is one of those McGill lifers; MDCM, followed by a residency in pediatrics here, where she was Chief Resident. She chose a demanding path, pursuing a pediatric critical fellowship here, followed by an FC year again in critical care at SickKids in Toronto. Along the way, during her sub-specialty training, she remarkably undertook an MBA at McGill. Her academic record, both in medicine and business, is replete with entrance scholarships and the attainment of Dean's Honour List standing. I find it particularly important that Tanya reached well outside of the usual MD comfort zone to do an MBA. It is critical that we have amongst us health professionals comfortable with the language, approaches and analytics of the metrics of how health care is managed and formulated whether it be from business, policy or quality approaches if we want to have a seat at the decision-making table.

Tanya, as Chief Resident, played a key role in revamping the teaching curriculum in response to a needs assessment. She did so with the goal of promoting, throughout PGME, CanMEDS competencies and most importantly generating cohorts of self-directed learners. This innovation has paid marked dividends in our annual success on Royal College certification exams and robust evaluations of our PGME program.

Tanya followed her success in education with one in clinical operations. Under the supervision of PICU attending Samara Zavalkoff, she helped implement, within the PICU on the Legacy site, an intermediate care unit of 4 beds to provide greater operational flex within the bed numbers of the PICU enabling care for children not yet ready for transfer to the ward while preserving the highest acuity care for the children needing it. This has been followed by her leading the efforts to create, on our medical-surgical ward, an Advanced Care Unit. Once again, the goal is to innovate within our budgetary box to improve options for flexible care that best matches care needs and optimizes the utilization of our resources to preserve access to the ICU, whether it be for an unexpected child arriving in our ER who needs ventilatory support or for a child requiring critical care following electively scheduled surgery. These efforts are further enhanced by Tanya's daily involvement in the Bed Huddle that crisply analyzes and summarizes the distribution and availability of beds across the hospital for the day. This information is critical in making the best resource allocation decisions possible. This capability is critical in our current funding environment where our paymasters expect that we be maximally efficient in delivering quality care.

On a personal level, though Tanya works in amongst the most stressful of environments and often has to deal with groups competing for scarce resources, she always appears calm and measured. She has that rare gift of dealing with the operational while thinking strategically of the long term. She does not hesitate to challenge the conventional, to think outside the box and in this way, she innovates.

Have a great weekend everyone!

Michael

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