



Réseau de
cancérologie
Rossy

Rossy
Cancer
Network

Funding excellence.
Uniting care.

First Annual Retreat Program

Saturday, June 6, 2015

Centre Mont-Royal
2200 Mansfield Street
Montreal



Message from the Executive Committee of the Rossy Cancer Network

It gives us great pleasure to welcome you to the first annual retreat of the Rossy Cancer Network (RCN).

This event brings together clinicians, researchers and allied health professionals involved in cancer care in the McGill University-affiliated hospitals. Many of you have participated in an RCN project, whether it was a quality improvement initiative, a cancer care quality research project, or one of our network-wide initiatives in indicators, synoptic reporting or the disease site program.

But whether you have been active directly in an RCN project or not, if you work in cancer care in a McGill University-affiliated hospital, you are in effect part of the Rossy Cancer Network. We are a network built on collaboration – between institutions, between departments, between colleagues. We believe that by sharing knowledge and implementing improvements across the network, we can achieve better clinical outcomes and better quality of life for our patients.

Thanks to the generosity and vision of the Rossy Family Foundation and the leadership of McGill's Faculty of Medicine and the oncology departments of the McGill University Health Centre, the Jewish General Hospital and St. Mary's Hospital Center, we have the opportunity to make cancer care at the McGill-affiliated hospitals among the top in the country and an international benchmark.

As the health care system in Quebec goes through an important transition, this is the time, more than ever, to unite our efforts. By finding new ways to support one another and by targeting our initiatives where they count the most, we can create a network that raises the bar for McGill University and for all of Quebec.

We want to thank each of you for attending. You have the insight and expertise to help further our goal of improving patient care and we look forward to working with you in the coming year.

Sincerest thanks,

Dr. Armen Aprikian

Dr. Gerald Batist

Dr. Samuel Benaroya

Dr. Eduardo Franco

Dr. Adrian Langleben

Dr. Ari Meguerditchian

Dr. Wilson H. Miller, Jr.



8:00	Registration and Breakfast [Foyer International]
8:30	Opening remarks Dr. Wilson H. Miller, Jr. <i>Clinical Lead, Rossy Cancer Network (RCN); Deputy Director, Segal Cancer Centre, Jewish General Hospital (JGH)</i>
8:40	Welcome Dr. Eduardo Franco <i>Executive Committee, RCN; Chair, Department of Oncology, McGill University</i>
8:50	Keynote speaker Dr. Mary Gospodarowicz <i>Medical Director, Princess Margaret Cancer Centre, University Health Network, Toronto</i>
PART 1 PATIENT-FOCUSED INITIATIVES	
9:35	Patient satisfaction data Manon Allard BSN MBA <i>Program Steering Committee, RCN; Manager, Cancer Care Program, St. Mary's Hospital Center</i>
9:45	Engaging primary care physicians Dr. Gen Chaput, <i>Project Workstream Lead, Educating Family Physicians, RCN; Director, Cancer Survivorship Program, McGill University Health Centre (MUHC)</i> / Michael Shulha, <i>Project Workstream Lead, Survivorship Care Plan, RCN; Electronic Medical Record Project & Research Manager, Herzl Family Practice Centre, JGH</i>
9:55	Empowering patients in radiation oncology Dr. John Kildea <i>Team Member, Radiation Oncology Projects, RCN; Medical Physicist, MUHC</i>
10:05	A pan-Canadian distress screening initiative Dr. Zeev Rosberger <i>Project Lead, Distress Screening Initiative (iPEHOC), RCN; Director, Psychology Division, JGH</i>
10:15	The RCN's impact — a patient's perspective Julie Szasz <i>Patient Representative, Distress Screening Initiative, RCN; Cancer Advocate</i>
10:20	Question period
10:30	Coffee Break [Foyer International]
PART 2 NETWORK PRIORITIES	
10:45	The Disease Site program Dr. Wilson H. Miller, Jr.
11:05	A collaborative IT solution Dr. Jeffrey Barkun <i>Lead, IT Project Steering Committee, RCN; Chief Clinical Officer for Informatics, MUHC</i>
11:15	Funding cancer care quality Dr. Ari Meguerditchian, <i>Cancer Quality & Innovation Program Lead, RCN; Surgical Oncologist, MUHC</i> / Antoinette Ehrler N MSc, <i>Program Steering Committee, RCN; Associate Director of Nursing Services, Segal Cancer Centre, JGH</i>
PART 3 YOUR VOICE — FEEDBACK AND QUESTIONS	
11:45	Breakout sessions:
	1 Integrating clinical treatment and research Dr. Wilson H. Miller, Jr. [Salon International]
	2 Funding initiatives Dr. Ari Meguerditchian, Antoinette Ehrler N MSc [Salon Cartier I]
	3 IT needs and solutions Tony Teti [Salon Cartier II]
12:55	Closing remarks
13:00	Lunch [Foyer International]

For more information about the presenters, please turn to page 6.

For more information about the projects, please turn to page 8.



About the RCN

The Rossy Cancer Network (RCN) is a partnership of McGill University's Faculty of Medicine, the McGill University Health Centre (MUHC), the Jewish General Hospital (JGH) and St. Mary's Hospital Center (SMHC).

The RCN is dedicated to providing world-class patient care, research and teaching. Its mission is to improve quality, effectiveness and efficiency across the continuum of cancer care.

This long-term collaborative effort became possible in 2012, thanks to a transformative gift of \$30 million over 10 years from the Rossy Family Foundation, matched by \$28 million through the fundraising efforts of McGill University, the Cedars Cancer Foundation of the MUHC, the Jewish General Hospital Foundation and St. Mary's Hospital Foundation.

The RCN, which forms part of the Réseau québécois de cancérologie, provides an exceptional opportunity to advance care using a common framework of quality, resources and tools. Not only will it improve clinical outcomes, it will also have a positive influence on research and teaching, as well as our efficiency as a network.

Mission

To improve the quality of cancer care received by the population served by the McGill Academic Health Network.

Vision

To establish within ten years The Rossy Cancer Network as a world-class comprehensive cancer network with outcomes in cancer survival, mortality, and patient satisfaction as good or better than those of the leading international comprehensive cancer centres, such as Memorial Sloan-Kettering, Dana Farber and MD Anderson.

Goals

1. To establish shared strategic goals and clinical operations among the member organizations within The Rossy Cancer Network, with a focus on the best possible outcomes for the population served (as measured by standardized patient satisfaction, cancer survival, and mortality), the consistent delivery of high quality care (as measured by common evidence-based guidance statements and concordance with evidence), and the tracking and global benchmarking of performance.
2. To establish strong inter-organizational governance to improve cancer care among the member organizations within the network.
3. To forge strong clinical (physician, nurse, and other health professionals) leadership structures to deliver clinical excellence at the disease site level.
4. To invest in platforms (e.g. IT, clinical evidence) to support performance improvement across the member organizations within the network.
5. To establish The Rossy Cancer Network as a recognized centre of excellence among Quebec cancer programs as a transformative resource for cancer care in Quebec and Canada.



Executive Committee

- Dr. Armen Aprikian: Chief, Cancer Care Mission, McGill University Health Centre (MUHC)
- Dr. Gerald Batist: Director, Segal Cancer Centre, Jewish General Hospital (JGH)
- Dr. Samuel Benaroya: Associate Vice-Principal of Health Affairs, Faculty of Medicine, McGill University (*Committee Chair*)
- Dr. Eduardo Franco: Chair, Department of Oncology, Faculty of Medicine, McGill University
- Dr. Adrian Langleben: Chief of Oncology, St. Mary's Hospital Center (SMHC)
- Dr. Ari Meguerditchian: Cancer Quality and Innovation Lead, RCN
- Dr. Wilson H. Miller, Jr.: Deputy Director, Segal Cancer Centre, JGH (*Clinical Lead*)
- Tony Teti: Director of Operations, RCN (*Secretariat*)

Governance Group

- Dr. Sam Benaroya: Associate Vice-Principal of Health Affairs, Faculty of Medicine, McGill University
- Ralph Dadoun: Director General, St Mary's Hospital Center*
- Dr. David Eidelman: Dean, Faculty of Medicine, McGill University (*Committee Chair*)
- Dr. Wilson H. Miller, Jr.: Clinical Lead, Rossy Cancer Network
- Normand Rinfret: President-Director General, McGill University Health Centre
- Dr. Lawrence Rosenberg: President-Director General, Jewish General Hospital
- Dr. Terrence Sullivan: Chair, International Advisory Committee (*Invited guest*)
- Tony Teti: Director of Operations, Rossy Cancer Network (*Secretariat*)

Program Steering Committee

Clinico-administrative Leads

- Manon Allard, BsN MBA (SMHC)
- Antoinette Ehrler, N MSc (JGH)
- Lucie Tardif, N MSc (MUHC)

IT Leads

- Dr. Jeffrey Barkun (MUHC)
- Jean François Brunet (SMHC)*
- Stephen Rosenthal (JGH)*

Oncology Leads

- Dr. Armen Aprikian (MUHC)
- Dr. Gerald Batist (JGH)
- Dr. Adrian Langleben (SMHC)

RCN Team

- Dr. Ari Meguerditchian (*CQI Program Lead*)
- Dr. Wilson H. Miller, Jr. (*Committee Chair*)
- Tony Teti (*Director of Operations*)

Disease Site Teams

Breast

Dr. Jamil Asselah (MUHC)

Gastro-Intestinal

Dr. Thierry Alcindor (MUHC)

Genito-urinary

Dr. Franck Bladou (JGH) and
Dr. Simon Tanguay (MUHC)

Gynecological

Dr. Walter Gotlieb (JGH) and
Dr. Xing 'Ziggy' Zeng (MUHC)

Head and Neck

Dr. Khalil Sultanem (JGH)

Hematologic Malignancy

Dr. John Storrington (MUHC)

Lung

Dr. Victor Cohen (JGH) and
Dr. Scott Owen (MUHC)

**The above reflects the names and positions of those involved over the previous year. As of April 1, 2015, these positions are in transition.*



Presenters

(in alphabetical order)

Manon Allard, BsN MBA

Program Steering Committee, RCN

Manon Allard obtained her Bachelor of Science in Nursing from the University of Montreal and an MBA from the École des Hautes Études commerciales de Montréal. She has worked in the field of health administration in oncology for the past 12 years and she is the cancer care program manager for St. Mary's Hospital Center.

Dr. Jeffrey Barkun

Lead, IT Project Steering Committee, RCN

Dr. Barkun is a Professor of Surgery at McGill University, where he practices as a hepato-pancreato-biliary and liver transplant surgeon. He is also the Chief Clinical Officer for Informatics at the McGill University Health Centre. He occupies executive positions in Quebec, Canadian and international surgical and hepato-pancreato-biliary societies, and has been on the boards of the Quebec and Canadian Health Technology assessment councils, as well as the Canadian Institute of Health Research. His academic and clinical focus is on the conduct of randomized trials in surgery, clinical research methodology in surgery, and technology assessment.

Dr. Geneviève Chaput

Project Workstream Lead, Engaging Primary Care Physicians, RCN

Dr. Chaput is an Assistant Professor of Oncology and Family Medicine at McGill and a physician in the Division of Supportive and Palliative Care at the MUHC. Over the past several years, she has developed her expertise in survivorship by regularly attending specialized conferences, in addition to being invited by prominent cancer centres like the Dana-Farber Cancer Institute to tour their survivorship programs. She is currently leading the development of the Cancer Survivorship Program at the MUHC, which will standardize the follow-up care of patients after cancer treatment.

Antoinette Ehrler, N MSc

Program Steering Committee, RCN

Antoinette Ehrler is the Associate Director of Nursing Services for the Cancer Mission and the Co-director of Operations for the Segal Cancer Centre. She also co-chairs the Segal Cancer Centre Executive Committee and sits on the Clinical Ethics Committee, as well as the Clinical Operations Committee.

Dr. Eduardo Franco

Executive Committee, RCN

Dr. Franco is Professor and Chair of the Department of Oncology and Director, Division of Cancer Epidemiology, at McGill University. His research has focussed on the epidemiology and prevention of gynecologic, oral, prostate, and childhood cancers. He is a Fellow of the Canadian Academy of Health Sciences and of the Royal Society of Canada. He received the Lifetime Achievement Award of the American Society for Colposcopy and Cervical Pathology (2010), the Women in Government's (US) Leadership Award (2008), and the Canadian Cancer Society's Warwick Prize (2004). He is Editor-in-Chief of *Preventive Medicine*.

Dr. Mary Gospodarowicz

Keynote Speaker

Dr. Gospodarowicz is Medical Director of the Princess Margaret Cancer Centre in Toronto, the top cancer centre in Canada, where she served for a decade as Chief of the Radiation Medicine Program. She is also the Regional Vice President of Cancer Care Ontario for Toronto South. She has authored over 250 peer-reviewed articles, book chapters, and letters and has played a global leadership role in both staging and radiation medicine. She recently ended her term as President of the Union for International Cancer Control (UICC), an international organization dedicated to the global control of cancer.

Dr. John Kildea

Team Member, Radiation Oncology Projects, RCN

Dr. Kildea is a medical physicist at the McGill University Health Centre with a strong interest in quality improvement initiatives. He is also the chair and course director of the annual Winter School on Quality and Safety in Radiation Oncology for the Canadian Organization of Medical Physicists. His research interests include techniques to utilize record-and-verify data and patient electronic health record data for automated and comprehensive patient quality assurance, as well as methods to obtain neutron spectral measurements in the vicinity of high-energy radiation therapy linear accelerators.

Dr. Ari Meguerditchian

Cancer Quality & Innovation Program Lead, RCN

Dr. Meguerditchian is a surgical oncologist at the McGill University Health Centre. He is an Associate Professor of Surgery and Oncology and a member of the Clinical and Health Informatics Research Group at McGill University. His research focuses on cancer care outcomes, compliance to best practice guidelines the use of health informatics technology to improve cancer care quality.

Dr. Wilson H. Miller, Jr.

Clinical Lead, RCN

Dr. Miller is the James McGill Professor in the Departments of Oncology and Medicine at McGill University. He is Deputy Director of the Segal Cancer Center, Associate Director of the Lady Davis Institute, and co-Director of the Clinical Research Program in the Department of Oncology at McGill. He has received a number of research awards throughout his career, including the Medical Research Council of Canada Scientist Award and the FRSQ Chercheur national Award. Dr. Miller investigates molecular mechanisms underlying leukemia, breast cancer and melanoma, with a focus on the development of novel targeted therapies.

Dr. Zeev Rosberger

Project Lead, Distress Screening Initiative (iPEHOC), RCN

Dr. Rosberger is the Director of the Psychology Division at the Jewish General Hospital. He has led the development of and is Director of the Louise Granofsky-Psychosocial Oncology Program for the Segal Cancer Centre. He has participated on a number of provincial and national committees advocating for improved emotional care of cancer patients and their families. As a Senior Investigator at the Lady Davis Institute, Dr. Rosberger's research interests include decision-making around uptake of the HPV vaccine for cancer prevention as well as coping and interventions to reduce distress and enhance quality of life in cancer patients.

Julie Szasz

Patient Representative, Distress Screening Initiative (iPEHOC), RCN

Julie Szasz is a cancer advocate who is involved in various groups in the cancer community, specifically with adolescents and young adults. She was diagnosed with

stage IIB ER+ breast cancer in 2010 and underwent surgery, then completed chemotherapy at SMHC and radiotherapy at the MUHC. In 2012, her cancer had metastasized. After oophorectomy and radiotherapy, she has been in treatment since 2013. She participates as a patient rep on the project committee for the RCN's distress screening initiative (iPEHOC), and was also interviewed for an RCN Research Grant project documenting the experience of breast cancer patients.

Michael Shulha

Project Workstream Lead, Engaging Primary Care Physicians, RCN

Michael Shulha is an Electronic Medical Record Project & Research Manager at the Herzl Family Practice Centre of the Jewish General Hospital. His background is in taxonomy, knowledge management and information architecture solutions. He is currently a PhD candidate in Information Studies at McGill University where his research interests are cognitive work analysis for the design of clinical information systems and the information behaviour of primary health care professionals.

Tony Teti

Director of Operations, RCN

Tony Teti oversees the RCN's patient experience and IT workstreams in addition to the network's shared operations, including finance and project management. He has been part of the RCN since its inception, working as a manager on two of the foundational projects. He comes with 20 years' experience in project leadership in technology and health care. He has overseen global, multi-million-dollar initiatives and spearheaded the launch of the first private-public partnership in health care simulation in Canada, under the auspices of the Royal College of Physicians and Surgeons of Canada.

Patient Satisfaction Data

The RCN seeks to offer the best possible cancer care experience for patients and their families. In order to determine where patients felt that their satisfaction and quality of life could be improved, the RCN commissioned NRC Picker Canada to administer the Ambulatory Outpatient Satisfaction Survey (AOPSS).

The AOPSS survey covers 80 questions focusing on the patient's experience with their cancer care in six dimensions: preferences, coordination, information and education, physical comfort, emotional support, involvement of family, continuity and transition, as well as access to care. The survey is being conducted across seven provinces, allowing the RCN to benchmark itself against other cancer centres in the country.

The survey is sent out quarterly, and in the past two years almost 2000 patients in the RCN hospitals have responded. Following an epidemiological analysis of the data along with a series of focus groups, patient input led the RCN team to develop a number of targeted projects to address patient concerns.

For more information, contact Tony Teti, Director of Operations, RCN (tony.teti@mcgill.ca)

Engaging Primary Care Providers

When cancer patients re-enter the primary health care network, information concerning their treatment and follow-up needs are rarely communicated in a complete fashion. Yet providing primary care providers with this information has been shown to be key in preventing new or reoccurring cancer, assessing physical and psychosocial effects, and reducing late complications.

To address this need, the RCN's Finding Common Ground project team has developed a three-pronged approach: they developed a MAINPRO-accredited workshop which was delivered to over 125 family physicians, informing them of the potential physical and psychosocial complications of cancer survivors. The team is also developing a Standardized Treatment Plan to provide regular updates to physicians during a patient's cancer treatment, as well as a pilot Survivorship Care Plan to summarize the treatment the patient received and to provide guidance on late effects and surveillance.

For more information, contact Adriana Krasteva, Project Manager, RCN (adriana.krasteva@ssss.gouv.qc.ca)

Empowering Patients in Radiation Oncology

Alleviating anxiety around radiotherapy treatments

To help reduce the anxiety of patients prescribed radiotherapy, an RCN team created a communications kit to demystify the treatment journey and alleviate patients' concerns. The tools were created after surveying almost 100 patients and 65 health care professionals in radiotherapy and oncology at all three hospitals about their most frequently asked questions.

A 20-page booklet describes how patients can prepare for treatment and explains the steps involved in radiotherapy. An accompanying video gives patients a virtual tour of the JGH and MUHC radiotherapy clinics, explaining what to expect. The material has been accessed by 2500 patients in the project's first six months, helping to prepare patients from the JGH, MUHC as well as those from SMHC, who are transferred to one of the other sites for radiation oncology.

Reducing wait times in radiation oncology

A new self-check-in system being piloted has reduced wait times from over 10 minutes at peak times to about 20 seconds. Patients now scan their medicare card at a kiosk, and the entire health care team knows immediately that they have arrived. In addition to reduced wait times and increased patient comfort, patients are able to get questions answered more quickly by registration clerks who are now freed up to help with forms or appointments.

The project also involved installing a screen in the doctors' team room to display the wait times of individual patients; this has helped physicians monitor and manage their patient's experience. The project is being piloted in radiation oncology at the MUHC, and lessons learned will inform similar self-check-in systems at the JGH and SMHC.

For more information, contact Adriana Krasteva, Project Manager, RCN (adriana.krasteva@ssss.gouv.qc.ca)

A Canadian Distress Screening Initiative

Untreated emotional distress in cancer patients has been shown to impact quality of life and adherence to treatment. The Canadian Partnership Against Cancer (CPAC) refers to distress as the 6th vital sign and recommends that cancer patients be routinely screened for distress.

The RCN and Cancer Care Ontario (CCO) have joined forces with a \$1 million grant from CPAC for a pan-Ca-

nadian project titled Improving Patient Experience and Health Outcomes Collaborative (iPEHOC). The project involves implementing specialized assessments of patients' levels of anxiety, depression, pain and fatigue, so that those who need help can be referred for psychosocial care. The project team will also assess whether the program leads to a reduction in symptoms.

This three-year initiative will address the challenges of integrating patient-reported measures into clinical practice by developing a standardized and translatable process for implementing the measurement of patient-reported symptoms of cancer and patient experience of care. Ultimately, the goal is to contribute to the development of a patient experience measurement system that will become the Canadian standard.

For more information, contact Adriana Krasteva, Project Manager, RCN (adriana.krasteva@ssss.gouv.qc.ca)

The Disease Site Program

The Disease Site Program forms the core clinical focus of the RCN. It comprises seven multi-disciplinary and multi-institutional disease site teams; breast, gastrointestinal, genitourinary, gynecology, head and neck, hematology and lung cancer. These clinical working groups will ensure that all patients within the RCN obtain excellent clinical care.

The Disease Site Teams will develop and harmonize treatment guidelines in line with the best practices of each sub specialty, provide patients with the opportunity to access clinical trials, support the development of integrated tumour boards or multi-disciplinary disease site clinics, and participate in academic partnerships. The Teams will promote a culture of clinical excellence by identifying key clinical indicators whose measurement will support quality improvement initiatives.

For more information, contact Caroline Rousseau, Senior Clinical Manager, RCN (crousseau@jgh.mcgill.ca)

A Collaborative IT Solution

A key element in achieving the RCN's goals is the ability to measure performance in order to drive improvement initiatives. Due to the lack of a common data set for quality measures or research, or even a centralized patient data base, a common IT architecture is essential to accomplish network goals. To address this need, the RCN is implementing Project Concord, a \$13.2-million IT infrastructure

project over five years, with a network-wide system covering three oncology-specific core components.

First, an oncology EHR, an electronic version of a patient's paper chart, will help automate and streamline workflow while allowing access to evidence-based tools that the health care team can use to make decisions about a patient's care. Second, a Data Analytics module will aggregate data from multiple feeder systems across the RCN hospitals. This repository will allow teams to query the data using complex analytical algorithms to determine patient outcomes and areas for improvement. And lastly, the Patient Portal will allow patients to access multiple dimensions of their care, including distress screening tools, medical records, reference information, survivorship plans and more.

The project is currently awaiting governance level approval to proceed to a public tender process.

For more information, contact Tony Teti, Director of Operations, RCN (tony.teti@mcgill.ca)

Funding Cancer Care Quality

Cancer Quality & Innovation Program (CQI)

Through the CQI program, the RCN is investing in knowledge generation and translation in cancer care quality in order to position McGill University as a leader in the field. The aim is to turn the cancer centres affiliated with McGill into living laboratories capable of experimenting and evaluating ways of doing things differently and better. There is tremendous potential to cross-fertilize and combine expertise held within these institutions. The CQI program is also designed to encourage the formation of new collaborations across the McGill-affiliated hospitals and to promote a culture of innovation in developing quality in cancer care.

There are three main components to the program, funded annually: cancer quality research grants, skills building through education grants and a fellowship for advanced studies. Last year, the first round of research grants totalled \$550,000 and enabled the completion of six projects. In addition, \$120,000 were awarded in education grants, along with the \$30,000 Kuok Fellowship.

For more information contact Dr. Ari Meguerditchian, CQI Program Lead, RCN (ari.meguerditchian@mcgill.ca)

Funding Cancer Care Quality, continued on page 10



Announcements

Funding Cancer Care Quality, *continued*

Quality Improvement Initiative Fund

The goal of the QI Initiatives Fund is to support quality improvements in cancer care and health services across the RCN hospitals. This new fund will be launched in fall 2015 and will enhance opportunities to create common projects and network initiatives to support cancer care improvements, while fostering cross-institutional collaborative care, improving knowledge transfer and leveraging existing skills.

The fund will evaluate project proposals coming from on-the-ground teams who can best address the gaps in

the delivery of care. Funding is open to all health care professional directly involved in the provision of cancer care in one of the RCN hospitals, and must reflect collaborative effort from two partner institutions.

For more information contact Dr. Ari Meguerditchian, CQI Program Lead, RCN (ari.meguerditchian@mcgill.ca)

For more information:

All presentations will be available online after the retreat at mcgill.ca/rcr-rcn/retreat-2015

Announcing the 2015 CQI Research Grants

Check back on mcgill.ca/rcr-rcn in August to learn more about the projects which have been awarded this year's grants.

Launching soon: 2015 CQI Education Grants

Are you a nurse involved in cancer care? You or your team could receive funding to build crucial skills. This year's Investing in the Future – Education Grants will be launching in August. Find out more at mcgill.ca/rcr-rcn/rcn-grants/education-grants

New funding: Quality Improvement Initiatives Fund

The RCN is launching a new quality improvement fund that could greatly benefit your team. Your project could qualify to receive support to improve key areas of care. All the details coming this summer on mcgill.ca/rcr-rcn

Audio-visual Release Statement

The RCN may use photos from the its first annual retreat in future promotional materials. By virtue of your attendance, it is assumed that you agree to the usage of your likeness in such materials. If you do object to having your photo taken, please advise the photographer.

Please note that the Breakout Sessions will be audio recorded in order to accurately capture comments and feedback.

Follow us on Facebook!

Like the RCN page at facebook.com/rcr.rcn to stay up to date on all the latest announcements and new editions of the RCN newsletter.

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