

<p>SUBJECT: POLICY of the CRCHUM's core facilities; Section 2 - Equipment and Services for Clients</p>	<p>POLICY N° 50 512</p>
<p>ADDRESSED TO: Clients from all CRCHUM core facilities, such as CHUM researchers, external academic researchers and clients from private companies, as well as core facility personnel</p>	<p>Issued on: January 29th, 2016 Revised on : April 29th, 2021</p>
<p>ISSUED BY: Direction de la recherche (DR)</p>	
<p>APPROVED BY: Direction de la recherche (DR) and SIGNED BY: Vincent Poitout, Directeur de la recherche du CHUM et Directeur scientifique du CRCHUM</p>	<p>Date : April 29th, 2021</p>
<p>OBJECTIVE</p> <p>The goal of this policy is to define the organizational structure of the CRCHUM core facilities and business model, and to elaborate the methods that regulate the implantation, access and maintenance of equipment and services so that clients have access to fully functional equipment and services at the cutting edge of technology.</p> <p>1. TARGET AUDIENCE</p> <p>This policy concerns clients across all CRCHUM core facilities, such as CHUM researchers and their staff, external academic researchers and their staff, and clients from private companies as well as core facility personnel.</p> <p>2. GUIDELINES</p> <p>The CRCHUM's core facilities have been established to benefit all CHUM researchers and research teams, as well as external clients, from shared high-performance equipment and cutting-edge services to carry out their research work. The CRCHUM management implemented an organizational structure and operational procedures for the facilities' clientele to ensure that the equipment and services can remain accessible, functional and of high quality</p> <p>3. DEFINITIONS</p> <p><u>Core Facility Manager (RP):</u> Person responsible of the equipment and services and manages the core facility. At the Radiochemistry and Cyclotron core facility, the coordinator is responsible for logistics, purchasing, coordination of activities and supervision of technical staff;</p> <p><u>Scientific Advisor (CS):</u> Regular CRCHUM researcher associated with a specific core facility, who is involved in the development of this core facility and who can assist in its operational aspects. For the Radiochemistry and Cyclotron Facility, it is rather 1- the Facility Manager, who is responsible for operations and radioisotope</p>	

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production, as well as the development and quality of radiopharmaceuticals, and 2- the Facility Medical Director, whose mandate is to ensure the quality of radiopharmaceuticals administered to humans and the strategic development of the facility. The term CS is retained in the policy to simplify the text.

Core Facility Service: All research services, including laboratory and instrumental technical assistance, analytical assistance, and development and writing services provided by the core facility managers and employees to meet the internal and external needs of the research teams, for which they will be billed.

Equipment of the Core Facility: Core facility equipment are those primarily used to provide the requested service and results to a client (for example, a mass spectrometer). Some designated equipment may be used by clients on a self-service basis (rental).

Internal User: Any equipment or service user being part of a research team in the CHUM, whether it is a researcher, an employee or a student. It also includes any user of equipment or service acting on behalf of another core facility of the CRCHUM.

External User: Any equipment or service user part of a research team, whose researcher is not part of the CHUM or a user from an external company.

Senior Manager, Scientific Performance (GP): The person responsible for the overall organization and management of the core facilities

Coordinator, Research and Core Facility Development: Acts as assistant to the GP and takes over files as needed.

4. POLICY STATEMENT

To achieve its goal of excellence in a competitive research environment, the CRCHUM has developed core facilities that respond to the needs of its researchers, support the CRCHUM's strategic priorities in scientific development and are consistently at the cutting edge of today's technology. The facilities must adapt to new research environments and, above all, they must adapt their service offer to the institutional needs. This can be done, for example, by introducing a new equipment to the facility, starting a new service or discontinuing a service. The Core facility's services and development are periodically evaluated according to the needs of the researchers and the feasibility in terms of internal expertise and the available budget.

The service offer of a core facility must at least meet criteria such as:

- **Competitiveness:** highly specialized services based on our strengths and in which we hold a competitive advantage;
- **Accessibility to researchers:** Cutting-edge technological core facilities that are essential to research programs and accessible to researchers and for which the acquisition of instruments through CFI or other grants requires optimized maintenance and a sustainable inventory of equipment;
- **Long-term needs and development outlook:** regular evaluation of the core facilities to ensure consistency with the evolution of the CRCHUM's research programs and their needs, while taking into account the evolution of the services offered by other local institutions and companies;
- **Cost-sharing agreement:** implementation of a budget system that enables access to the facilities by all researchers while ensuring the facilities' management and sustainability.

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The development or improvement of a service fall under the responsibility of a researcher who holds an expertise in the fields of application of the core facility. This is often the researcher who obtained the equipment through a special grant (e.g. from the CFI) or any other funding method (e.g. via the Fondation du CHUM), or another CRCHUM researcher.

The integration of equipment within a core facility is carried out on a voluntary basis by the researcher who owns the equipment and in compliance with the conditions for obtaining the equipment (e.g., CFI general rules, other grants or inter-institutional agreements). Integration is conditional on support from the CRCHUM. The core facility management and development planning are carried out by the Scientific Associate Director – fundamental and translational research by the Operations Assistant Directorate and by the GP.

When one or more researchers wish to integrate their equipment into the core facility, the CRCHUM's management develops a strategy with the researcher(s) in order to establish equitable management for the stakeholders while respecting the facility's financial balance. This principle is based on the need for sustainable shared equipment inventories, the retention of qualified staff working on the facilities and the scientific needs of the researchers who are working to integrate their equipment into the core facility.

From the start, the CRCHUM makes financial investments to defray:

- the costs of service contracts and/or necessary repairs to equipment in the core facility's inventory and/or required consumables;
- some or all dedicated specialist staff who work in the core facility;
- the costs associated with the sale of core facility services (website, contracts office, brochure, awareness-raising conference, etc.) as well as the costs related to collecting revenues (i.e. CRCHUM finance).

In return, all core facilities personnel commit to an overall objective of financial balance for all core facilities (recovery of expenses). Every year, an evaluation of the performance for each core facility is analyzed to check its financial health, its competitiveness, to evaluate its scientific needs and to find solutions if necessary. In the event of a financial gain, the amounts will be reinvested into the facility. The CRCHUM also annually evaluates new requests for equipment or services related to emerging needs or the volume of service requests that the core facilities receive.

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5. THE CORE FACILITIES AND SERVICES OF THE CRCHUM

Animal facility

Biobanks

CITADEL (Center for the Integration and Analysis of Medical Data)

Cytometry

Cellular Imaging

Experimental Imaging

Immunomonitoring clinic

Microfluidics

Public Patient Partnerships in research (PPP)

Molecular Pathology

Phenotyping of the rodents

 Phenotyping cardiovascular

 Phenotyping metabolic

Cellular Physiology

Biosafety level 3 (BSL 3)

Radiochemistry and cyclotron

Mass Spectrometry

 Metabolomics

 Pharmacokinetics

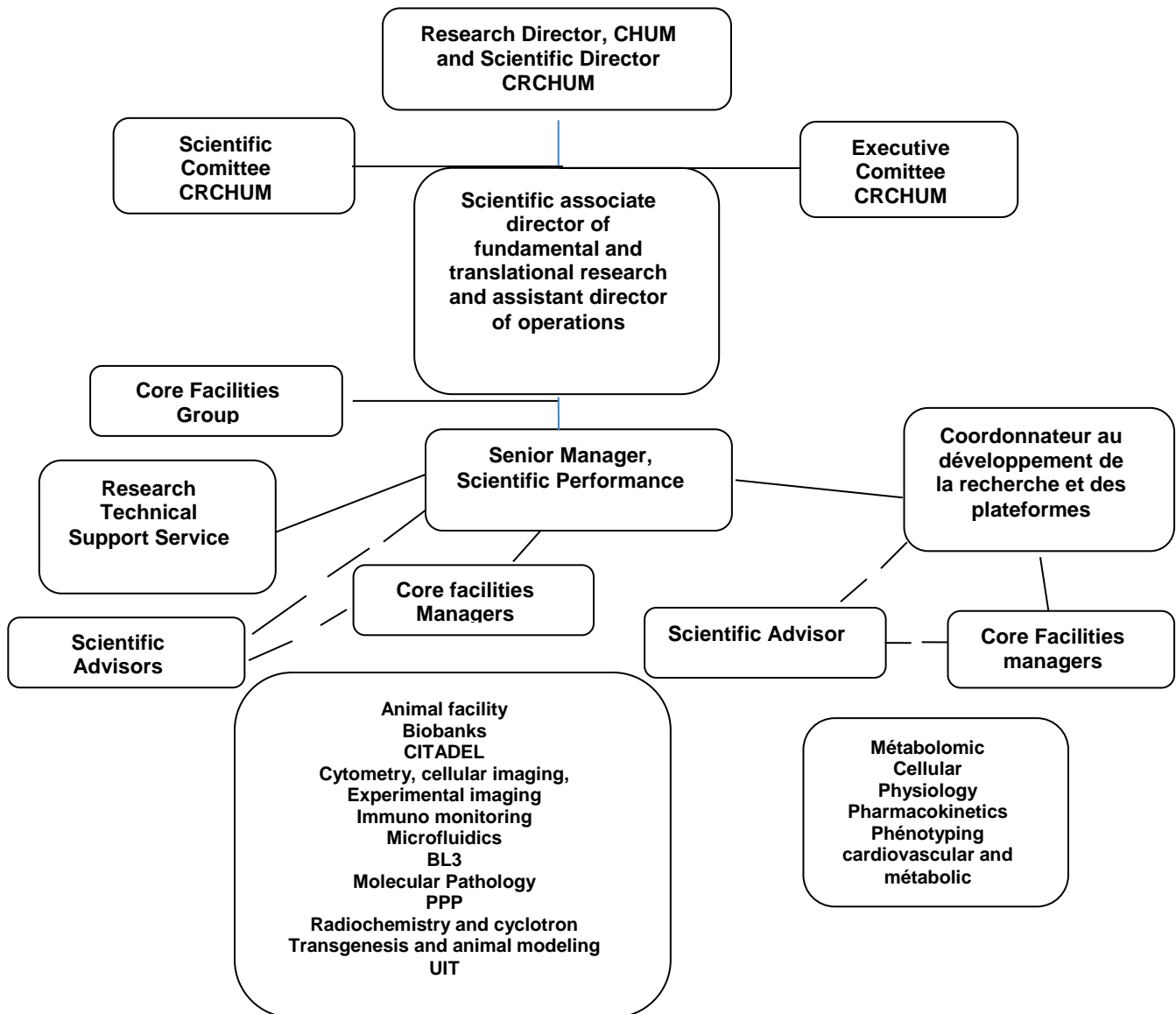
Transgenesis and animal modeling

TIU (Therapeutic Innovation Unit) - Core facility managed by the clinical research team, some rules may be different. Refer to clinical research procedures.

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6. ORGANIGRAM



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7. CORE FACILITIES GROUP

7.1 Annual Meeting of CRCHUM Scientific Core facilities

An annual meeting, chaired by the GP and the Assistant Scientific Director - Basic and Translational Research, brings together the RPs and CSs, core facility staff, the Assistant Director of Operations and the Coordinator.

Objective:

- Present the balance sheet of activities and financial results for the current year.
- Present the accomplishments and projects of the current year.
- Communicate the vision and development plans.
- Review the operating procedures and discuss the improvements required.
- Ask to conduct evaluation exercises on services, equipment, rates, internal management, etc.
- Discuss and propose actions to ensure optimal customer service: scientific quality, customer relations, promotion, etc.

7.2 Work meetings – RP

In addition, there are usually three additional meetings per year (one per quarter) that bring together the RP, the GP and the coordinator.

Objective:

- Inform on the administrative and logistic procedures underway or undergoing change
- Receive feedback from participants on management and organizational issues and suggest solutions
- Discuss, plan and organize various projects or events
- Make the platforms known to other managers, for a better collaboration between them.
- Mobilize RP and involve them in the promotion of services

7.3 Senior manager, scientific performance (GP)

The GP, supported by the Research and Platform Development Coordinator, ensures the harmonization and development of the core facilities. Mainly, he coordinates the unification of processes and documents, manages external contracts, ensures the financial health of the various facilities and coordinates the preparation of budgets, publicizes services, and sees to the maintenance of the equipment inventory. He also manages various development projects related to the scientific facilities.

7.4 Scientific advisor (CS) and core facilities supervisors (RP)

The CRCHUM core facilities have different modalities and purposes. The services are grouped together because of the expertise of the CS and RP and the needs of the Centre's researchers. The priorities for the development of the facilities are established on the basis of: 1) the internal needs of the researchers (need to have easy and quick access to an internal service), 2) the facilities that already exist in the network in order to avoid duplication. The CSs and RPs are therefore responsible for maintaining high-performance

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equipment and services within the allocated budgets and for keeping abreast of new research avenues of research r innovative equipment, which will enable them to develop and optimize relevant leading-edge services.

7.5 Role of the Scientific Advisors

The role of the CSs is to provide specialized expertise to support the RP in his activities, to re-evaluate annually with the RP the services offered and to see to future development needs in order to offer at all times state-of-the-art research services, to participate in the promotion of the core facility (for research purposes) and to collaborate with the RP in the preparation of the annual budget.

7.6 Role of core facility's supervisors (RP)

The role of the RP of each core facility is to develop and offer the services put in place, to provide assistance in the design of experiments and during sample analysis, to supervise, train and support the staff under his/her responsibility, if applicable, to advise on sample preparation and data analysis, to provide training, to provide documentation (letter, work plan, budget estimate) for a grant application, to manage the facility (preparation of the annual budget, performance monitoring, purchasing, invoicing), etc.

7.7 Financial support

The CRCHUM supports researchers who transfer their equipment to a facility and provide access to other internal and external clients. The CRCHUM then assumes the maintenance/repair costs according to the time the equipment is available to the facility's clientele and the workload of the technical manager. For example, in the case where the researcher allows 50% access to the instrument to other clients (internal and external), the CRCHUM will assume the cost of maintenance/repairs at an equivalent level of 50%. The other 50% of the maintenance/repair costs will be assumed by the researcher. The CRCHUM contributes in whole or in part to the salaries of the facility's staff. If the RP shares his time between the facility and a laboratory, the work performed in the portion of time allocated to the facility will be the responsibility of the GP.

8. THE CRCHUM'S CORE FACILITIES CUSTOMERS

Clients of the core facilities consist of:

- Regular CRCHUM researchers, their employees, students and post-doctoral fellows;
- Non-regular CRCHUM researchers, their employees, students and post-doctoral fellows;
- External academic researchers, their employees, students and post-doctoral fellows; from local, national or international universities;
- Companies, with no affiliation to a university, that wish to undertake research activities

For research projects, under certain conditions, clients may use self-service core facility equipment (e.g. having been trained beforehand). They can also request a turnkey service from the core facility supervisor, who will ensure that the services are offered according to the needs expressed. Refer to procedure 50 512-02: "Procedure for access to equipment and services of the CRCHUM core facilities for internal and external clients".

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9. PROCEDURES

Many procedures have resulted from this policy and are detailed in linked documents

10. REVISION

This policy shall be updated as required or within a maximum of five (5) years.

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APPLICATION

This policy becomes effective on the day of its approval by the Research Director of the CHUM.

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Research Director, CHUM and Scientific Director, CRCHUM

Centre hospitalier de l'Université de Montréal
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