

## Board Info

Information bulletin of the meeting of the Board of Directors

**Highlights of the scheduled meeting of the Board of Directors**  
**Thursday, January 30, 2020**  
**Donald Berman Jewish Eldercare Centre – Schweitzer Room**

### Message from the President of the Board of Directors

Alan Maislin wished all of the members a happy New Year. He reported that he had recently met with a senior official of the MSSS, who thanked him for all of the work of staff, and this generally makes his job easier.

Mr. Maislin requested that a memo of thanks, on behalf of the Board of Directors, be sent to all employees.

Mr. Maislin also welcomed Gary Wechsler, the new Independent Director. He has replaced Tony Loffreda in being responsible for "Risk Management, Finance and Compatibility Competency". Mr. Wechsler will also replace Mr. Loffreda on the Audit Committee and will undertake to establish a liaison with the various CIUSSS foundations.

### Report from the President and CEO

Due to the presence of negative-pressure rooms in Pavilion K and the availability of expertise in infectiology, the Jewish General Hospital (JGH) has been designated by the MSSS as a facility where patients with COVID-19 can be hospitalized. Discussions will be initiated shortly with the MSSS about any additional human or financial resources that may be required.

Dr. Rosenberg noted that the JGH has the highest rate of activity in Montreal as well as in the province. The support of the MSSSS is truly appreciated.

The volume of activity in the Emergency Department is still increasing, and the ability to move patients from alternative levels of care within the JGH and the CIUSSS is proving difficult. To improve the situation and continue to provide quality care and services, the MSSS is allowing the CIUSSS to open 25 new inpatient beds and six intensive care beds in Pavilion K, as well as eight temporary long-term beds at Mount Sinai Hospital and five dialysis stations.

Dr. Rosenberg recently met with several people from the MSSS to discuss the Digital Health plan—Minister Dr. Lionel Carmant; Luc Bouchard, Assistant Deputy Minister at the head of the Information Technology Directorate; Paul L'Archevêque, Health and Social Services Innovation Officer; and two officials from Mr. Bouchard's office. A meeting was also held with Carole Jabet, Scientific Director of the *Fonds de recherche du Québec - Santé* (FRQS) to discuss the data infrastructure plan through the CIUSSS. All of these meetings were very positive and encouraging.

### International Scientific Advisory Board - Lady Davis Institute

Dr. Roderick McInnes, Director of the Lady Davis Institute (LDI) at the JGH, explained that Quebec research institutes are visited by the *Fonds de recherche du Québec - Santé* (FRQS). The LDI is also visited by the International Scientific Advisory Board, composed of leading clinician scientists from Canada, the United States and the United Kingdom. The Board has met annually since 2014 and was created to provide advice and guidance on the overall strategic direction of the Institute and its programs. Under his leadership, the LDI has been taken to a higher level.

Since Dr. McInnes has decided to resign as Director of the LDI, a search is under way to find his replacement.

Dr. McInnes provided an update on the LDI, explaining its vision, goals and current challenges, some of which are unique to Quebec. Some recent research initiatives were also briefly summarized.

### Appointments

The Board of Directors has appointed:

- Dr. Henry Olders, Medical Examiner
- Jean-Philippe Payment, Associate Commissioner of Complaints and Quality of Service
- Émilie Fontenay, Associate Director, Mental Health and Addiction Directorate

### Policy on breastfeeding

Scientific research has shown that breastfeeding is the preferred method for feeding newborns, since it satisfies their nutritional, immunological and emotional needs, while ensuring their growth and cognitive development. Lack of breastfeeding can contribute to an increased risk and severity of disease in children, and it reduces the risk of breast and ovarian cancer and postpartum depression in mothers. The CIUSSS adheres to regional, provincial, national and international guidelines for promoting, protecting and supporting breastfeeding.

In providing this promotion, support and protection, the main strategy is to implement the *Baby-Friendly Initiative*. Implementing this breastfeeding policy is the responsibility of all CIUSSS managers, who ensure its adherence among all members of their teams.

The CIUSSS, recognizing the principles of this program as standards of practice that are worthy of being met, is in the process of obtaining or renewing the certificate.

### Nursing Directorate (DSI)'s transversal offer of services

Lucie Tremblay, Director of Nursing, explained that with the creation of the CIUSSS and the integration of various facilities, implementing and standardizing best-practice guidelines have become essential. The model of care has been rethought and different ways of working have been found to support nursing practice along the continuum of care.

Supported by the *Direction nationale des soins infirmiers* and the guidelines of the MSSS, the DSI has developed a vision and mission to which all participants adhere. DSI's transversal offer of services serves as a reference for nursing governance. It acts as a benchmark and gives meaning to everything that is done. By approving the document that has been tabled, the Board of Directors confirms its support for this initiative and validates the steps taken.

Thirteen cross-cutting activities involving the DSI have been identified. An action plan and priorities have been established, allowing the achievement of the expected results.

## Vigilance and Quality Committee report

Lucyna Lach, Chair, reported that the Committee has met twice since December 5, 2019. Four points were highlighted:

- Salary Insurance: The *Virage Prévention* program has been implemented. Its mandate is to review salary insurance, identify risk areas and implement continuous improvement action plans to reduce and prevent absenteeism and the costs related to salary insurance. Several locations were visited, meetings were held with employees, analyses of physical and psychosocial problems were conducted, and action plans with indicators and follow-ups were developed. Compared to other institutions in the provincial network, our CIUSSS still has one of the lowest rates of salary insurance.
- Bell calls: Response time to bell calls is a problem throughout the CIUSSS. To address it, the practice of intentional bell-ringing has been adopted at the JGH. The results are impressive, with a 28.6% decrease in the number of bell calls. This practice will be implemented in the other CIUSSS facilities and its impact will be measured.
- Occupational Health, Safety and Wellness Action Plan (SSMET): Human Resources presented the SSMET action plan, which includes seven programs—employee mobilization; prevention in compliance with SST legislation and regulations; prevention of violence in the workplace (harassment, conflict and physical assault); infection control; promoting occupational health and safety; preventing musculoskeletal disorders; and preventing mental health problems.
- Next Accreditation Canada visit: The next visit will take place from June 14 to June 19, 2020. Frontline Integrated Services, Physical Health, Mental Health, Child and Youth Services, and General Services will be targeted. The Board of Directors will be called upon to participate in preparatory sessions in the coming months.

## Review Committee

Nathalie Lecoq, Senior Lawyer and Legal Affairs Coordinator, explained that the appointment of Ron Waxman as an alternate member of the Review Committee has been proposed to ensure that cases continue to be reviewed in the absence of Alyssa Yufe.

## Research Ethics Committee

Dr. David Eidelman, Chair, announced the end of the terms of five members of the CIUSSS Research Ethics Committee: Josée Bonneau (member with expertise in ethics), Janet Cleveland (scientific member), and Francine Dumont, Aline Mamo, and Adina Ungureanu, who are all community members.

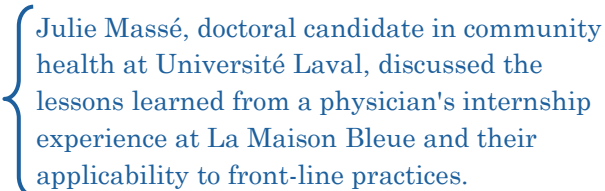
Six new members have been appointed: Dr. Hans Knecht and Dr. Zeev Rosberger, both scientific members, Me Alexander Bernier (legal member), and Nikita Boston-Fisher, Marianne Birch and Maria De Fazio, who are all community members.

## Integration Committee report

The minutes of the December 2, 2019, meeting of the Integration Committee were filed for information. Ron Waxman explained that the Committee meets eight to nine times a year. Presentations on projects that integrate the programs of two or three services are made at each meeting, and the committee receives information on various projects under way across the CIUSSS.

## Information Points

- La Maison Bleue: Dr. Vania Jimenez, family doctor at CLSC Côte-des-Neiges and co-founder of La Maison Bleue, discussed the latter facility. It offers services to families which are in a vulnerable situation, because a child is expected and a need exists for accompaniment and support. La Maison Bleue brings together medical, psychosocial and educational services under the same roof. The positive effects on the clientele were explained, along with the difficulties faced by the clinical team.


 Julie Massé, doctoral candidate in community health at Université Laval, discussed the lessons learned from a physician's internship experience at La Maison Bleue and their applicability to front-line practices.
- Planetree: Chantal Bellerose, Associate to the Director of Quality, Innovation, Evaluation, Performance and Ethics, reminded everyone that the Planetree approach aims to refocus attention on the needs of users and caregivers, as well as the well-being of staff. Since the launch of this initiative in September 2018, quality advisors have been trained and each directorate has appointed its ambassadors. In addition, Accreditation Canada's evaluation criteria have been merged with those of Planetree to facilitate the integration of this approach into the CIUSSS's culture.
- Digital Health Plan: Dr. Justin Cross, Director of Digital Health, provided an update on the progress of the Digital Health Plan. Accreditation Canada is now evaluating the telehealth programs offered by institutions, with the first visit taking place this summer. Dr. Nathalie Saad of Mount Sinai Hospital, in collaboration with the Quality team, is responsible for this file.
- Protocol on placing people in custody in healthcare facilities: Nathalie Lecoq offered a reminder that a quarterly report on applying the protocol must be submitted to the Board of Directors. She reported that:

  - Several user-friendly tools have been produced and adapted to the specific needs of the teams.
  - The Mental Health and Addiction Directorate and the Department of Psychiatry have hired a peer support worker. Under the supervision of the Legal Affairs Department, a law student from McGill University is working with this person to provide patients with weekly information sessions on how the custody process works and on the rights of patients in institutional care.
  - After a meeting by the Liaison Committee of the Bar of Montreal with representatives of the Court of Quebec, the CIUSSS is proposing that presentations of certain institutional custody files be done by videoconference, instead of having patients visit the courthouse, if risk factors (e.g., flight, violence) are present.
  - Training of hospital staff and physicians is ongoing.
  - The forms used by psychiatrists, social workers and other professionals have been revised. The next step will be to make them available electronically.

## THE BOARD OF DIRECTORS OF CIUSSS WEST-CENTRAL MONTREAL

A calendar of meetings of the Board of Directors is available at [www.ciusss-centreouestmtl.gouv.qc.ca/en/home/](http://www.ciusss-centreouestmtl.gouv.qc.ca/en/home/).

Click on CIUSSS West-Central Montreal | Board of Directors

Board-Info is produced by the Department of Communications and Media Relations for the Office of the President and CEO. All of the information in this bulletin has received official approval.

The next meeting of the Board of Directors will be held on:

**Thursday, March 19, 2020, at 7:30 a.m.  
Donald Berman Jewish Eldercare Centre**

For more information about the Board of Directors, please visit

[www.ciusss-centreouestmtl.gouv.qc.ca/en/west-central-montreal-health/conseil-d-administration](http://www.ciusss-centreouestmtl.gouv.qc.ca/en/west-central-montreal-health/conseil-d-administration)