

Board Info

Information bulletin of the meeting of the Board of Directors

Highlights of the scheduled meeting of the Board of Directors Regular meeting of Thursday, December 3, 2020 (by teleconference)

Report from the President and CEO

Dr. Lawrence Rosenberg thanked CIUSSS staff for their exceptional work during the previous six months. Despite some negative comments, the work has been done to the best of everyone's ability, day in and day out, with the support of some of the world's most respected infectious disease experts.

The second wave of the pandemic has proven to be worse than expected. Community transmission is now responsible for the largest number of COVID-19 cases in Quebec and is proving to be of great concern.

Everything suggests that the cyber-attack on the CIUSSS in the fall was carried out by eastern European hackers. More than 400 hospitals in the United States were also attacked during the same period. The intrusion was detected quickly, and no data about users or employees were compromised. To preserve the integrity and confidentiality of the systems and data, the IT team disconnected its network from the internet at a very early stage. Extraordinary efforts were made in the data recovery process, which is ongoing. Dr. Rosenberg thanked the IT team for its outstanding work and for enabling the CIUSSS to overcome this ordeal. The exemplary collaboration between IT and the clinical and administrative teams was the key to success.

The CIUSSS was asked by the Ministry to share with the rest of Quebec the expertise that it acquired during the cyber-attack.

The CIUSSS and its staff have been prominent in the media. An article in The Gazette, written by Dr. Lawrence Rudski, Chief of Cardiology, describes his experiences as a hospital physician and the son of a resident of Donald Berman Maimonides Geriatric Centre. Gazette's reporter Aaron Derfel regularly mentions the CIUSSS in his articles. Barbra Gold, Director of SAPA, provided insight into the situation at Maimonides in an article in The Suburban. Dr. Rosenberg thanked Jonathan Goldbloom, Interim Director of Communications, for his efforts in organizing town hall meetings with Board members and other partners to keep the lines of communication open. To respond to criticism from the public, including family members of Maimonides residents, Mr. Derfel was invited to visit the centre to view the many safeguards that protect the residents, their caregivers and the employees.

Dr. Rosenberg congratulated the employees for giving their best to protect the residents and their caregivers.

The hospital clinics are always open. Tele-consultation visits are offered whenever possible and in-person visits are made when necessary. Before the December vacation, the CIUSSS plans to vaccinate the residents and staff of long-term centres against COVID-19. Vaccination will continue in early 2021, according to the order of priority established by the Government of Quebec.

Update on residential facilities

Barbra Gold, Director of SAPA, reported on the COVID-19 outbreak at Donald Berman Maimonides Geriatric Centre. The situation has forced the CIUSSS to move 22 COVID-19-positive residents and their caregivers from Maimonides to Hôtel-Dieu Hospital to break the cycle of contamination. The transfer was carried out in collaboration with the CHUM and Urgences-santé.

As for the private long-term care centres (with the exception of one serious outbreak), intermediate resources and seniors' residences, there were only a few outbreaks of one or two cases. The CIUSSS is responsible for the quality of services in private residences and living environments in its area.

The CIUSSS works with these institutions, in collaboration with Public Health.

Appointment of an Associate Director of the SAPA team

Beverly Kravitz, Director of Human Resources, Communications, Legal Affairs and Global Security, presented a resolution to appoint of Erin Cook as Associate Director for the SAPA Directorate.

Treatment of cancer by magnetic guidance

Dan Gabay, Associate Executive Director, explained that a grant from the *Ministère de l'Économie et de l'Innovation* will cover 80% of the expenses related to acquiring equipment to treat cancer by the magnetic guidance of bacteria loaded with therapeutic agents. This equipment will enable the CIUSSS to act as a leader in developing new avenues in cancer treatment.

Preventing and managing conflicts of interest

M^e Christine Paquin and M^e Malick Ndiaye, CIUSSS attorneys, presented the policy on preventing and managing conflicts of interest among staff, physicians and dentists who practice in the CIUSSS. The regulation describes standards that apply to the President and CEO, the Associate President, non-executives and senior staff of the CIUSSS with respect to exclusivity of office. The Board of Directors is responsible for adopting this policy, applying it and managing conflicts of interest for the President and CEO and the Associate President. The Board will work in conjunction with the Director of Human Resources, Communications and Legal Affairs in the case of non-executives and senior managers.

The responsibilities of the various players and key rules were reviewed, and possible declarations and sanctions were briefly presented.

Promoting the influenza vaccine

Christine Touchette, Interim Director of Frontline Integrated Services, presented the policy on promoting the influenza vaccine. The objective of the policy is to identify the roles and responsibilities of each of the directorates involved in the vaccination process to ensure that the service offer is maximized and adapted to the clients who have been targeted for vaccination. Those targeted by the policy are individuals aged 6 months to 74 years, who suffer from chronic illnesses, individuals aged 75 years and over (plus those who live in their households), and staff in the healthcare network. The CIUSSS aims to vaccinate 80% of the population targeted by this policy. To achieve this, residents of long-term care centres, private seniors' residences, intermediate and family-type resources, and the clients of social housing are targeted. Vulnerable clients who come to the various clinics in the area (CLSCs, GMFs, outpatient clinics, walk-in clinics) or who go to the Emergency Department are also being vaccinated. This policy could also be applied to vaccination against COVID-19. As well, it has been confirmed that day centres, which are part of long-term care centres, are included in the sites for which we are making efforts to reach the people covered by this policy.

Policy on managing the personal effects of users and residents

M^e Andréane Baribeau, CIUSSS attorney, presented the policy on managing the personal effects of CIUSSS users and residents. Given the increase in complaints received by the Office of the Local Service Quality and Complaints Commissioner regarding the loss, disappearance or theft of personal belongings, this policy aims to ensure the sound management of users' personal belongings by clarifying the roles and responsibilities of each of the players.

In addition, the policy aims to improve the claims process and the user experience.

Academic Affairs

Dr. David Eidelman, President of the Academic Affairs Committee, introduced the individuals whose terms on the Research Ethics Committee of the institutions of the Centre for Interdisciplinary Research in Rehabilitation of Greater Montreal (CRIR) will be renewed:

- Agathe Frenette and Coralie Mercerat, psychosocial field in rehabilitation (regular member and substitute member)
- Jadranka Spahijia, biomedical field in rehabilitation (substitute member)
- Isabelle Fournier, visual or auditory sensory impairment (substitute member)
- Dany Gagnon, motor or neurological impairment (substitute member)
- Diana Gaumond, minors or individuals deemed incompetent (regular member)
- Yanick Farmer and Delphine Roigt, individuals specializing in ethics (regular member and substitute)
- Suzette McMaster-Clement, individual representing the public (regular member)
- Patricia McKinley, representing McGill University

The following are being appointed to the Research Ethics Board of the CRIR for two years :

- Mikael Laberge, member representing the public (regular member)
- Marie-Thérèse Laramée, Diane L. Gaumond, Neige-Denise Girouard, Sophie Châtelain and Pascal Minville, members representing the public (substitute members)
- Marie-Thérèse Laramée, motor or neurological impairment and biomedical fields in rehabilitation (substitute member)
- Pascal Minville, non-affiliated person and field of minors or individuals deemed incompetent (substitute member)

Appointments are also approved to the Research Ethics Committee of the CIUSSS for:

- Josie Fanciulli, psychosocial component (scientific member) for two years
- Dr. Sihem Neïla Abtroun and Renata Iskander (retroactive to September 1, 2019), medical/biomedical component (clinical trials) and members specializing in ethics, for two years

Bylaws of the Council of Nurses (CN)

Lucie Tremblay, Director of Nursing, presented modifications to the bylaw governing the internal management of the Council of Nurses. The bylaw adopted by the Board of Directors in June 2016 was based on a model proposed by the MSSS. The modifications, reflecting adaptations to the Council's current circumstances, include:

- The power to hold meetings remotely and to establish an electronic voting process
- A change to the quorum
- Changes in the roles of executive committee members
- Allocation of a budget consisting of a bank of hours and a sum of money determined by the Director of Nursing, in collaboration with the Executive Committee of the Council of Nurses

Directorate of the Mental Health and Addiction Programs: Telehealth offerings

Tung Tran, Director of the Mental Health and Addiction Program, explained that a waiting time of more than 30 days for services and a staff shortage of more than 20% has been noted. To address this, the Directorate has implemented telehealth throughout the care trajectory of care to reduce the waiting list and maintain accessibility and continuity of services.

With the pandemic, this offer also had the benefit of reducing the risk of infection for clients and employees.

Mr. Tran presented two ongoing pilot projects. The first, which meets the needs of patients receiving cognitive behavioural therapy, allows a clinician to triple the number of patients to be treated. Nine of 10 patients suffering from depression or anxiety experienced an improvement in their symptoms, and 75% of them experienced an average decrease in symptoms of 40%. Given the positive results, this pilot project will be extended to 300 patients (currently offered to 50), 50 of whom will be between the ages of 13 and 17.

The second pilot project, which uses an application developed by a Montreal-based company specializing in digital health, aims to support clinical decision-making in mental health. This six-month research project aims to improve the quality of treatment for depression in primary care through measurement-based care. The tool will be deployed at the Herzl FMG and the Benny Farm, René-Cassin, Côte-des-Neiges and Métro CLSCs. It will allow the patients themselves to monitor their symptoms of depression. Clinicians will be able to track patients' progress and use an interactive algorithm to treat depression.

Contribution of the Nursing Directorate during the pandemic

Lucie Tremblay described the role of nurses during the pandemic. From the beginning of the first wave, Nursing has had to maintain regular activities and meet the new demands two COVID-19 units were opened at the hospital. In addition, management had to respond to the demand to offer new services to the public. To do so, the care processes, documentation tools and routine of care were all revised. A contingency plan was put in place to allow nursing care to be expanded from 24 to 78 intensive care beds in less than two weeks.

The movement of 167 nurses throughout the CIUSSS also played a significant role during the pandemic. All senior nurses were called upon to support the teams in this process, in order to develop the expertise required in the various settings.

The CIUSSS has focused on hiring nurses with university degrees over the past three years, which has been a definite advantage.

Throughout the pandemic, the nursing team worked closely with Human Resources, SAPA teams and Frontline Services. Dr. Rosenberg thanked the Nursing Directorate for its major contribution.

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/. Click on CIUSSS West-Central Montreal | Board of Directors

information in this bulletin has received official approval. The next meeting of the Board of Directors will be held on:

**Thursday, February 4, 2021, at 7:30 a.m.
by videoconference**

Board-Info is produced by the Department of Communications and Media Relations for the Office of the President and CEO. All of the

For more information about the Board of Directors, please visit ciusswestcentral.ca/about-us/board-of-directors/