



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, February 4, 2021 (by teleconference)

Report from the President and CEO

Dr. Lawrence Rosenberg explained that the number of people with COVID-19 is declining in Quebec and around the world. The same trend can be seen at the Jewish General Hospital (JGH) in the number of admissions of COVID-19 patients. It is still too early to connect this to the vaccination program.

To date, most residents in residential and long-term care facilities, as well as their caregivers, have been vaccinated. The government has confirmed that residents who were vaccinated in December as part of the pilot project will receive their second dose in mid-March. The Montreal area is at the heart of the pandemic and is expected to receive a larger proportion of the vaccine in the coming weeks. The CIUSSS has selected three sites to vaccinate the public. Discussions are under way with the MSSS on how individuals who are less mobile should be vaccinated. More information will be provided shortly.

The JGH is focusing on stepping up its surgical activities and hopes to open more operating rooms as early as next week. The Segal Cancer Centre and the outpatient clinics, all of which are handling a large portion of their appointments via telemedicine, also hope to open up more inpatient services next week.

Finally, *Forbes* magazine has named the JGH one of Canada's top employers of the year. For the third year in a row, the CIUSSS was also named one of Montreal's top employers.

Dr. Rosenberg extended his congratulations to the Board of Directors, employees, directors and managers who made this achievement possible.

Appointment of a Vaccination Director

Beverly Kravitz, Director of Human Resources, Communications, Legal Affairs and Global Security, explained that, as requested by the MSSS, each CIUSSS is required to appoint a temporary, full-time vaccination director. The Board of Directors appointed Christine Touchette, Interim Director of Frontline Integrated Services, to this position, effective March 1, 2021.

Changes to the permits of CIUSSS facilities

The MSSS has implemented a process requiring facilities to review their permits every two years. These permits, which include the name and address of the facility, the number of beds and the type of activities carried out, are necessary for the facilities to operate and carry out their activities. Considering that the permits have not been updated since 2017, several need to be modified. Changes to the permits of several CIUSSS facilities will be the first step in the process.

Financial results

MortyYalovsky, President of the Audit Committee, reported that the CIUSSS deficit, projected at \$24.4 million at the beginning of the year, has been adjusted to \$10.5 million at the end of period 6. It has been further decreased to \$5.8 million at the end of period 9, primarily as a result of additional funding for the deficit in medication. In addition, the total estimated cost related to COVID-19, to date, is \$224 million.

Dr. Rosenberg explained that the MSSS has confirmed its acknowledgement that the deficit is related to specific financing. The MSSS will not be asking for a *plan de redressement* to be prepared. He noted, however, that the CIUSSS has not responded to the initial request for \$4.5 million in savings through optimization measures, and will continue to request compliance.

University affiliation contracts

Dr. David Eidelman, President of the Academic Affairs Committee, explained that an affiliation contract has already been signed with McGill University. He recommended that the Board members approve the contracts presented today—one with the *Université de Montréal* and the other with the *Université du Québec à Montréal*.

Appointments to various advisory committees

Alan Maislin, President of the Board, reminded members that advisory committees must be established for amalgamated or grouped institutions. Members of these committees are jointly recommended to the Board of Directors by the Foundation and the legal entity of the facility they represent. Half of the members will serve for a two-year term, and half for a three-year term. Therefore, the following are appointed:

Foundations and Corporations will be advised that efforts must be made to achieve parity in the composition of their advisory committees.

- Jewish General Hospital (January 1, 2021, to December 31, 2023): appointment of Howard Liebman, Dr. Karen Sigman and Gerald Issenman.
- Donald Berman Maimonides Geriatric Centre (January 26, 2021, to January 25, 2023): reappointments for Angela D'Angelo, Fred Naimer, Michael Corber and Leonard Lewkowicz.
- Donald Berman Jewish Eldercare Centre (January 26, 2021, to January 25, 2023): appointment of Mitch Kendall and reappointments for Bradley Steinmetz, Syd Gartner and Dr. Mark Karanofsky.
- Mount Sinai Hospital: appointment (January 26, 2021, to January 25, 2024) of Louise Hébert-Lalonde and Pamela Litwin-Boidman, and reappointment (January 26, 2021, to January 25, 2023) of Amanda Blatt, Brian Becker and Dr. Nathalie Saad. The Board also accepted the resignation of Mitch Kendall.
- Miriam Home and Services (January 26, 2021, to January 25, 2024): reappointments for Diane Guerrero, Dalhia Waisgrus, Geoffrey Chambers and Abraham Fuks.

Vaccination program status

A total of 2,025 people were vaccinated in seven days, as part of the pilot project to vaccinate residents of Donald Berman Maimonides Geriatric Centre. The documents about this pilot project were shared with other CIUSSSs and CISSSs throughout the province to help them plan vaccinations in their own regions. The logistics surrounding the vaccination of residents, caregivers and staff are ensured, in accordance with the guidelines issued by the MSSS. The CIUSSS will ensure that enough people are available to be vaccinated, so that the remaining doses in the perforated vials are not lost.

The reasons for people refusing to be vaccinated have been examined. Only a small percentage refused the vaccine outright. Others have more immediate concerns and could be convinced to be vaccinated. This

information was used to implement a communications plan to promote the vaccination campaign and alleviate fears of the vaccine.

Delays in administering of the second dose have caused some confusion; the vaccine's slow deployment has made it difficult to establish a positive dynamic. To address these matters, star physicians—who were vaccinated and appear in the media—are being used to help promote the vaccination campaign. Articles, videos, vaccination pins, and clips for various platforms are all being used to reach out to CIUSSS staff to convince 70% of them to be vaccinated.

Explanations have also provided on how the CIUSSS plans to vaccinate the public, according to the priorities established by the MSSS. A plan will be developed to effectively and efficiently administer over 500,000 doses of vaccine in the coming months.

All CIUSSS directorates collaborated on the vaccination pilot project. Despite the many challenges they encountered, everyone worked together to ensure that the quality of the project was never compromised and that deadlines were met.

Masimo Project

Isabelle Caron, Associate Director of Nursing, and Marc-André Reid, Nursing Digital Health Expert, presented the Masimo Project, a workflow revolution to bring nurses and patients closer together. After a study on time and movement was examined to determine how long nurses spend with patients, it was determined that they spent 50% of their time outside patients' rooms. To rectify this situation, a team from the Nursing Directorate sought to maximize the use of physiological monitors by documenting the condition of patients while in the patients' rooms. Using these monitors to enter information about patients while at their bedside enables nurses to work in partnership with patients. The monitors will be connected to the network, from which data will then be sent to the patients' records and to the CIUSSS's data repository. The CIUSSS is currently working with various companies to develop an interactive tool that would allow for even more optimal use of the monitors.

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

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 25, 2021, at 7:30 a.m.
by videoconference**

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