



## 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, May 6, 2021 (by teleconference)

#### Report from the President and CEO

Dr. Lawrence Rosenberg congratulated Beverly Kravitz and her team for the success of the Leaders' Summit, held virtually on May 5 with 300 people.

With the COVID-19 situation relatively stable for the past few weeks, Dr. Rosenberg stated that the CIUSSS is now focused on three strategic areas to find its way out of the pandemic: stability, sustainability and renewal. Services in the area have already begun re-opening to the public, whether at the Jewish General Hospital (JGH) or at other CIUSSS facilities.

The objective is to ensure that the public has access to the required services and that the quality of those services is maintained or even improved.

Dr. Rosenberg explained that stability also means tending to the needs of employees and managers who are exhausted after dealing with the pandemic for more than a year. Ms. Kravitz's team has prioritized the implementation of support and well-being programs for employees, in an effort to ensure that help is provided when needed to those who need it. These programs also help retain employees and assist them in returning to their duties.

The final element of stability concerns ministerial requirements, which are mainly financial. The government has spent a great deal during the pandemic, and budget cuts are expected in the coming year. Senior management is doing everything it can to defend the CIUSSS's expenditures and/or to make improvements in areas where it is not performing as well as it could. Dr. Rosenberg explained that Dan Gabay, Assistant Executive Director, is taking a close look at the CIUSSS's finances and performance. Ian Pellatt, former Associate Director of Finance, will assist in this exercise.

In terms of sustainability and renewal, Dr. Rosenberg will ask all directors to prepare official succession plans. Several senior positions are expected to become vacant in the next 12 to 24 months.

Planning to fill these positions needs to be a priority.

Training is another noteworthy area that requires attention. Less than two years ago, the CIUSSS was certified as a Lean Centre of Excellence, the only healthcare centre in Canada to have received this designation. The CIUSSS would like to focus training on *agile development*, a management strategy that helps teams provide value to clients more quickly and efficiently. *Agile development* is at the heart of the CIUSSS's digital health plan. The external partners with which the Digital Health team is working are experts in this field.

Infrastructure is another major area that the CIUSSS is already focusing on. This is not limited to buildings and spaces; it includes the active development of information technology and data infrastructure. Strategic plans have already been put into place.

Dr. Rosenberg suggested that half a day be scheduled with Board members to discuss the CIUSSS's strategic plan and the government's plan, to be sure to be aligned with the government's objectives.

The vaccination program is proceeding very well. An update was provided about the temporary clinics that have been set up in neighborhoods with lower vaccination rates. Vaccination has already been offered at five of these clinics, and two more are planned. These initiatives have been very successful, as evidenced by the opening of a one-day walk-in clinic at the Assuna Annabawiyah Mosque in the Parc-Extension neighbourhood. Three neighbourhoods in the area have low vaccination rates: Parc-Extension, Walkley in Notre-Dame-de-Grâce and Côte-St-Luc North. The CIUSSS will continue to reach out to these communities in every way possible.

Two publications have recently included articles about the Command Centre that has been set up at the JGH, as part of the CIUSSS's digital health plan: *Canadian Healthcare Technology* and a chapter in the book, *AI Quebec*. The Command Centre is earning the CIUSSS national and international recognition. Dr. Rosenberg noted that funding from the JGH Foundation was instrumental in making this possible. One of the many successes of the Command Centre is a reduction in the number of Alternative Level of Care patients in the JGH. The Command Centre has reduced the number of patients occupying acute-care beds at any given time from 60 or more to approximately 20.

The JGH's COVID-19 numbers represent "hot" acute cases. Patients who have been in the hospital for more than two weeks have been treated and are recovering, and they are not included in the daily count. The total number of cases in the ICU is

constant—between 8 and 11. Despite this, the hospital has not been able to open any new operating rooms due to a lack of trained nurses. The CIUSSS has undertaken a very active and successful recruitment program.

However, the training period for nurses working in the operating room is quite long.

As a result, the JGH continues to manage 10 or 11 operating rooms and will likely not be able to increase that number until the end of the summer, assuming the pandemic continues to subside.

Individuals who have been vaccinated outside the country are invited to register this information in the Ministry's information system (SI-PMI). This is done by going in person to one of the vaccination sites with proof of the vaccine that was administered. Those who have not received both doses will get an appointment for their second shot.

It was confirmed that immuno-compromised people will be given quicker access to their second shot. Dr. Rosenberg has diligently defended this group of individuals since the start of the vaccination program.

### New organizational chart

Beverly Kravitz, Director of Human Resources, reminded the Board that Sebastien Blin, former Director of Frontline Services, had been seconded to the MSSS since late August 2019. His mandate was to improve access to frontline medical services. Since then, the MSSS has created a new directorate to promote and support this field in the Montreal area. This directorate will report to the

CIUSSS under the direction of Mr. Blin. Only a few steps remain to be carried out with Human Resources at the ministerial level before this appointment is formalized.

### **Appointment to the Rehabilitation and Multidisciplinary Services Directorate**

The MSSS has called upon Geneviève Chabot, Associate Director of Rehabilitation and Multidisciplinary Services, to manage the *Agir tôt* program. Since this secondment is likely to be renewed or extended, Ms. Chabot will be replaced during her absence by Filomena Novello, who has been appointed Interim Associate Director.

### **Resignations**

Gary Stoopler, Director of Rehabilitation and Multidisciplinary Services, informed the Board of the resignation of two members of the Lethbridge-Layton-Mackay Rehabilitation Centre's Advisory Committee: Christine Boyle and Marlene Jennings. The Corporation and the Centre's Foundation are actively working to fill these vacancies.

### **HELP project**

Mary Lattas and her team made a presentation about HELP, a volunteer program used in over 200 hospitals in North America to help prevent delirium and the functional decline of hospitalized seniors. The program was implemented at the JGH with financial support of the JGH Foundation. It is supported by interdisciplinary teams working with specially trained volunteers. These volunteers meet with patients on a daily basis to help them at mealtime and stimulate them by using recreational activities adapted to their individual needs and interests. Since its introduction as a pilot project in 2017–2018 with 1 unit, 27 volunteers and 173 patients, the program has since expanded to reach its pre-pandemic peak of 4 units, 44 volunteers and 83 SPOT students working with 486 patients.

In 2019, the HELP program was officially integrated into the program of study for McGill University's School of Physical and Occupational Therapy (SPOT). Participation in the program was obligatory for all first-year undergraduate students.

During the pandemic, several initiatives were introduced, since students and volunteers were no longer authorized to enter the hospital. The program quickly moved to telehealth, which was a success. A health toolkit, to be used by staff, was created and distributed to each unit. The HELP program trained 22 service attendants, as well as temporary employees, who were hired to participate in delivering a modified version of the HELP program during the pandemic. They worked in the 20-bed geriatric COVID-19 unit that was created for elderly patients who had recovered from respiratory symptoms related to COVID-19, but were still suffering cognitively and physically. With the help of the interdisciplinary team and the service attendants, several patients were successfully transferred back to their original place of residence. With a view to continuing its development, the program is looking to secure funding, expand through the SPOT program, partner with other professional schools, get involved in experimental research, and present its results at conferences.

### **OROT: Connected Health Incubator**

Danina Kapetanovic, Chief Innovation Officer and Head of OROT, made a presentation to introduce the OROT Connected Health Incubator, an innovation hub that was officially launched in July 2020. Faced with the ever-increasing risk of lacking the financial means to meet the growing healthcare needs of an aging population, OROT (the Hebrew word for "enlightenment") was mandated to develop, coordinate and manage innovative, cost-effective projects to transform the healthcare experience by making it more patient-centric and informed by large-scale data science.

OROT is responsible for developing a culture of innovation throughout the CIUSSS; seeking innovative healthcare solutions; forming strategic alliances; fostering partnerships with public and private entities, both nationally and internationally; and coordinating and managing all innovation projects. In collaboration with the JGH Foundation, a business model has been established and a legal framework finalized that will enable OROT to achieve cost neutrality. Some of OROT's current priorities and projects are briefly described and its successes presented. Board members are encouraged to visit the OROT website <https://orot-jgh.org>.

Funded by the JGH Foundation and overseen by an executive committee that sets strategic priorities and identifies projects to be pursued, the OROT team works closely with the MSSS's Office of Innovation and its director, Paul L'Archevêque.

### Leadership of the Lady Davis Institute

Alan Maislin, President of the Board, announced the retirement of Dr. Roderick McInnes, Director of the Lady Davis Institute (LDI). A heartfelt thank you was extended to Dr. McInnes for his extraordinary contribution to the LDI over the past 12 years. Dr. Rosenberg welcomed Dr. Stephen Robbins, newly appointed Director of the Lady Davis Institute. He comes to the Jewish General Hospital from the University of Calgary and has also been appointed Professor in the Department of Oncology at McGill University. Dr. Rosenberg expressed confidence in Dr. Robbins' ability to take the Institute to the next level of excellence.

## 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

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

**Tuesday, June 15, 2021, at 7:30 a.m.  
by videoconference**

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