

# 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, March 17, 2022 (by teleconference)

### Report from the President of the Board

Alan Maislin congratulated all of the CIUSSS's employees, as well as the executive team, for their work during the pandemic. Mr. Maislin announced the resignations of Erica Fagen and Linda Fortier from the Board of Directors and thanked them for their important contribution over the past few years. Andréanne Guindon will replace Ms. Fagen as the member designated by the Multidisciplinary Council.

Francine Dupuis, Associate CEO, will retire on October 1. Mr. Maislin emphasized her immense contribution to the health and social services network.

Mr. Maislin congratulated the Users' Committee of the Jewish General Hospital (JGH) on developing a mobile app and he encouraged members of the Board to download it. The app enables hospital users to find their way and easily locate the department they are looking for.

### Report from the President and CEO

Dr. Lawrence Rosenberg highlighted Francine Dupuis's extraordinary career and many accomplishments, and he personally thanked her for the support she has provided to him. He was pleased to inform the members of the Board that Ms. Dupuis will continue to be of service to the CIUSSS after her retirement.

He then highlighted the success of the Hospital@Home project, which was very quickly implemented at the height of the fifth wave of the COVID-19 pandemic. This virtual care project is a testament to the skill and motivation of the institution's staff.

Dr. Rosenberg said that the *ministère de l'Économie et de l'Innovation* and the MSSS have awarded a major grant to OROT, the JGH's Connected Health Innovation Hub. He also congratulated Danina Kapetanovic and her team on this achievement.

Dr. Rosenberg thanked Bram Freedman, President of the JGH Foundation, for also providing funding to OROT.

In discussing the Connected Health Record (CHR), Dr. Rosenberg recalled that numerous meetings have taken place over the past few years with Minister Lionel Carmant, Deputy Minister Dominique Savoie, Associate Deputy Minister Reno Bernier and his team, and Paul L'Archevêque, Director of the Innovation Office. During a meeting with Boris Gueissaz-Teufel, Associate General Director of the Information Technology Office, an agreement was reached with the MSSS for the CHR. The MSSS will be informed of the CIUSSS progress, while it continues its efforts to develop an electronic health record for the province's institutions. Implementation of Quebec's project is expected to take seven to eight years, compared to the CIUSSS's ambitious timeline of 24 to 36 months. Dr. Rosenberg thanked the CIUSSS's legal team, external legal counsel, the MSSS and the Innovation Office for supporting this project.

Dr. Rosenberg reassured the Board that 2021–2022 would end with a balanced budget. However, he noted that since this may be a problem next year, a strategy for 2023–2024 must be developed.

Once again, *Newsweek* magazine has recognized the JGH's excellence, identifying it as one of the best hospitals in the world, the best in Quebec and the fifth-best in Canada. *Forbes* magazine also recognized the JGH again as Canadian Employer of the Year. Dr. Rosenberg extended special thanks to the Human Resources Directorate and all CIUSSS employees for their dedication and creativity.

The Board of Directors will have to review its strategic plan. The first step is for all directors to complete a SWOT analysis of their directorates. The results will be used as a basis for discussion in developing the new strategic plan.

Dr. Rosenberg recommended the article “How Apple Is Organized for Innovation” by Joel M. Podolny and Morten T. Hansen in the *Harvard Business Review*. It examines how skills in leadership and innovation are acquired by senior managers. He also voiced an interest in joining *HealthCareCAN/SoinsSantéCAN*, an organization formed by the CEOs of Canadian hospitals, to which the JGH does not belong.

Most notably, the article highlights the importance of learning among directors—a point to consider when the strategic plan is updated.

Dr. Rosenberg expressed his wish to create a special CEO award to recognize extraordinary service by physicians. A medallion has already been designed for this purpose. Physicians who have made an outstanding contribution will be identified by their departmental chief and will receive the medallion in recognition and appreciation of their involvement during the COVID-19 pandemic.

Francine Dupuis thanked the many people she has worked with during her career. She noted that her team is preparing for a potential sixth wave of the pandemic, adding that it is necessary to protect users who need hospital services but do not have COVID-19. She is also currently in discussions with the federal government to help Ukrainian citizens who are arriving in Quebec and need medical evaluations. She said the integration of services in the CIUSSS is ongoing and remains a priority.

Francine Dupuis emphasized that PRAIDA's excellent work is recognized by the provincial and federal governments.

### Tabling of resolutions approved by email

The Board removed Dr. Murray Baron, Chief of the Rheumatology Division, from the current list of authorized signatories for the *Régie de l'assurance-maladie du Québec* (RAMQ). The Board added Dr. Laeora Berkson, the new Chief of the Rheumatology Division, to the list.

The board adopted the *Répertoire des conditions de travail des employés syndiqués non syndiqués et des employés non syndiqués du réseau de la santé et des services sociaux* (2022 version), as of February 27, 2022.

The board approved the following appointments:

- Jean-Philippe Payment as Local Service Quality and Complaints Commissioner
- David Checkland as Associate Director of Information Resources
- Elliott Silverman as Interim Associate Director of Digital Transformation for the Digital Health Directorate
- Audrey Benarrosh as Interim Director of Logistics

- Gary Stoopler as Interim Directorate of Mental Health and Addiction Programs

### Consent agenda

Dr. Suzanne Levitz, Associate Director of Professional Services, presented the appointments, departures, leaves, status changes and temporary replacements of specialist physicians and family physicians.

MaëchaNault, Head of Midwife Services, presented the departures of midwives and the modifications to midwives' contracts.

Dr. Daniel Lieberman is appointed as a substitute member of the Revision Committee, in case Dr. Judy Glass or Dr. Sylvie Boulet is unable to serve.

Beverly Kravitz, Director of Human Resources, Communications, Legal Affairs and Global Security, congratulated Vicky Kaseka for her appointment as Director of Mental Health and Addiction Programs. She also thanked Gary Stoopler for his support during the transition.

Jean-Philippe Payment, Service Quality and Complaints Commissioner, presented the quarterly report of his office, which covers 180 facilities, including those under the jurisdiction of the CIUSSS. Starting April 4, the Commissioner's team will ensure their physical presence at the JGH, which was interrupted during the COVID-19 pandemic. Mr. Payment added that the number of complaints is certain to increase because of changes to the way complaints are calculated. For instance, from now on, a complaint that targets three physicians will be calculated as three separate complaints.

There has been an annual increase of 15% in the number of complaints since 2018–2019, and the main type of complaint concerning elder abuse. Compared to last year, the number of complaints received by the Revision Committee has increased by 40%.

### Decision Points

Georges Bendavid, Director of Technical Services, submitted the 2022-2025 conservation and functionality plan for buildings and property (PCFI). It includes all projects that must be—and are expected to be—carried out over the next three years to maintain assets or modernize facilities.

Between \$15 million and \$17 million is disbursed each year for projects overall.

Christine Touchette, Director of Frontline Integrated Services, said the report on applying the smoke-free policy must be re-submitted every three years. However, implementation of the policy has been delayed by the pandemic. She emphasized that the committee will be re-established and the policy will be revised during the year in progress.

Andréane Baribeau, of the Legal Affairs Department, presented the new fee schedule for the CIUSSS's parking lots. The fees were established by the MSSS and will come into force on April 1, 2022.

### Committees and bodies of the Board of Directors

Morty Yalovsky, President of the Audit Committee, noted that a deficit of \$3.3 million is projected, but will be offset by a surplus in the capital fund, due to a one-time transfer of property from the government to the CIUSSS. He added that balancing the budget will be difficult next year, due to inadequate funding in sectors such as

A balanced budget is always expected, considering the combined capital and operating funds.

operating rooms. He submitted a table summarizing the costs related to the pandemic, and he said he expects the year to end with a total cost of \$221 million for COVID-19.

Jean-Philippe Payment provided an overview of the situation at CHSLD VigiSanté Reine-Elizabeth, a private institution under the jurisdiction of the Office of the Commissioner of our CIUSSS.

Gary Stoopler, Director of the Support Program for the Autonomy of Seniors, introduced the members of the Advisory Committee of Donald Berman Maimonides Geriatric Centre, who were reappointed for a three-year term, from January 26, 2022, to January 25, 2025: Karen Flam, Danny Baum and Murray Goodz. He also introduced the members of the Advisory Committee of Donald Berman Jewish Eldercare. On the recommendation of the Foundation and Jewish Eldercare, the following are re-appointed from January 26, 2022, to January 25, 2025: Lili Yesovitch, Bram Freedman and Don Prinsky.

Filomena Novello, Associate Director of Multidisciplinary Services and Rehabilitation, introduced the members of the Advisory Committee of Mount Sinai Hospital. On the recommendation of the Foundation and the hospital, the following are reappointed from January 26, 2022, to January 25, 2025: Elliot Bier and Leon Kroluk.

Vicky Kaseka introduced the members of the Advisory Committee of Miriam Home and Services. On the recommendation of the Foundation and Miriam Home and Services, the following are reappointed from January 26, 2022, to January 25, 2025: Manon Carle Dagenais, Salvatore Guerrera and Warren Greenstone.

Alan Maislin asked Beverly Kravitz to verify whether the appointment of Warren Greenstone creates a conflict of interest, since he is a former director of the Foundation.

### Information Points

Erin Cook, Associate Director of Quality, Evaluation, Performance and Ethics, and Dr. Lawrence Rudski, Chief of the Cardiology Division, presented the Hospital@Home program and thanked all of the contributing partners. It was launched during the fifth wave of the pandemic to respond to an urgent need for access to hospital beds.

Quick implementation of the Hospital@Home program was made possible by the digital transformation strategy that the CIUSSS has undertaken.

Eligible patients are given equipment that monitors their vital signs remotely and enables the clinical team to provide continuous monitoring. Patients also receive home visits, as needed. Ms. Cook said the project is transversal, involving the participation of several CIUSSS teams. She emphasized that numerous indicators have confirmed that the program provides added value to users and to the various stakeholders. Users have also provided personal accounts of their very positive experiences. Dr. Rudski stressed that the program's main challenge is changing the way we think about the healthcare system. By doing so, we can develop and transform the way we deliver our services. For this reason, the program is constantly adapting and changing.

Dr. Rosenberg thanked everyone who contributed to the program and said remote health care is at the heart of the next strategic plan—a feature that could also attract new talent to the healthcare system.

Emmanuelle Turcotte, Regional Coordinator specializing in caregiving, described her role, which is included in the action plan of the Government of Quebec. It has 61 measures, including an increase in the resources that are provided to caregivers, in order to better serve healthcare users. The action plan also aims to increase

research and knowledge-sharing. Ms. Turcotte explained that her role is mainly to provide expertise and to help caregivers define clear trajectories, most notably in services to users. She is also responsible for ensuring the implementation of the action plan.

## 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, May 5, 2022, at 7:30 a.m.  
by videoconference**

For more information about the Board of Directors, please visit

[ciusswestcentral.ca/about-us/board-of-directors/](http://ciusswestcentral.ca/about-us/board-of-directors/)