

Board Info

Information bulletin of the meeting of the Board of Directors

Highlights of the scheduled meeting of the Board of Directors Meeting of Wednesday, June 15, 2022 (by teleconference)

Report from the Chairman of the Board

Alan Maislin announced the retirement of Cindy Starnino and congratulated her for her hard work as part of the CIUSSS. He also congratulated Dr. Lawrence Rosenberg, who was recently honoured with a Quebec Citizenship Award bestowed by the Quebec National Assembly.

Report from the President and CEO

Dr. Lawrence Rosenberg also acknowledged the departure of Ms. Starnino and thanked her for her contribution to the CIUSSS.

Dr. Rosenberg emphasized the contribution of several members of the CIUSSS who will be retiring over the next few months.

He informed the Board that the report by Dominique Savoie, Deputy Minister of Health and Social Services (MSSS), would be published later that same day and that it would contain several recommendations to be discussed within our CIUSSS over the coming weeks. More specifically, he mentioned the heightened need for coordination and consultation in the Montreal area.

Resolutions approved by email

Mr. Maislin tabled the resolutions that had been approved by email. The Board of Directors appointed Nathalie Dupont to the position of Associate Director of Academic Affairs and Research Ethics, effective June 1, 2022.

Consent agenda

Dr. Louise Miner presented certain changes made to the *Régie de l'assurance maladie du Québec* (RAMQ) register of authorized signatories as well as the appointment of a Chief of Emergency Medicine. Upon the recommendation of the executive committee of the Council of Physicians, Dentists and Pharmacists (CPDP), the Board of Directors approved Dr. Louis-Bruno Théberge, Dr. Jamie Nathan Rozen and Dr. Douglass Dalton as authorized signatories to the RAMQ registry.

The Board of Directors appointed Dr. Marc Afilalo to the position of Chief of the Department of Emergency Medicine for an additional term of two years.

Jean-Philippe Payment, local Service Quality and Complaints Commissioner, presented the highlights for Period T1, which was previously shared with the members of the Board of Directors.

Beverly Kravitz, Director of Human Resources, Communications, Legal Affairs and Global Security, presented a new upper management organizational chart for approval. She pointed out the addition of an associate director to the Human Resources team. The Board approved the new senior management organizational chart provided on May 26, 2022.

The modifications made to the organizational chart will not result in any additional costs.

Decision points

Filomena Novello, Associate Director of Rehabilitation and Multidisciplinary Services, presented the highlights of the *2022–2025 Action Plan for Persons with Disabilities (APPD)*, which was previously shared with the members of the Board of Directors. Ms. Novello mentioned that the APPD must include measures aimed at:

1. Promotion
2. Accessibility of services provided
3. Job accessibility mainly with regard to hiring, work conditions and job retention
4. Accessibility of buildings, areas and facilities
5. Access to information and documents
6. Adaptation of specific situations related to emergencies, public health and public safety
7. Procurement of accessible goods and services
8. Adaptation of any other activity likely to impact persons with disabilities

Ms. Novello emphasized that a total of 13 out of 15 measures included in the 2021–2022 APPD have been carried out. ID-ASD-PD rehabilitation services have been maintained during the pandemic in compliance with public health measures and additional measures were taken. The list of other measures and initiatives that were not part of the action plan includes nine additional achievements related to the pandemic and six achievements related to the CIUSSS's mission.

Ms. Novella emphasized the steps taken by the Human Resources, Communications, Legal Affairs and Global Security Directorate to create a position and hire a consultant focused on diversity, equality, inclusion and belonging.

Ms. Novello noted that there are a total of 26 objectives-measures. These include four measures aimed at promotion and awareness, five measures targeting accessibility to services offered, three measures concerning accessibility at work (hiring, work conditions and job retention), three measures for accessibility to buildings, areas and facilities, six measures concerning accessibility to information and documents, four measures aimed at adaptation to specific situations (emergencies, public health and public safety), and one measure targeting procurement of accessible goods and services.

Board of Directors' committees and bodies

Morty Yalovsky, President of the Audit Committee, presented the financial results for the Principal and Supplementary activities of the Operating Fund as well as for the Capital Fund. He reported that the CIUSSS ended the year with a small deficit of \$651,160 in the Operating Fund, due to additional authorized expenditures for the GMFs and research projects for which money was previously set aside in our *solde du fonds*.

He reported that the Capital Fund is ending the year with a surplus of \$11,656,840. When we combine both of these funds, the CIUSSS finishes the year with a surplus of \$11,005,680. This surplus will help offset our existing accumulated deficit of \$79,869,963 for a total cumulative deficit at March 31, 2022 of \$68,864,283.

The surplus is entirely due to a one-time gain from the transfer of the four SQI properties reported during the year and the purchase of the Montclair Residence in April 2022.

Mr. Yalovsky also reported that the Audit Committee met with the auditors, who reported to the committee that the audit had gone well and that neither fraud nor significant errors or anomalies were detected. The auditors explained that once again this year, our audit report included three qualifications, but that these qualifications were the same for all institutions in the health network. The rigorous monitoring of the COVID-19 expenditures was praised, as was the collaboration and

professionalism of the Finance team. Mr. Yalovsky concluded his report by congratulating Carrie Bogante, Michael Waugh and the entire team for their excellent work.

The Board of Directors authorized that the deficit generated by the *Guichet d'accès à un médecin de famille* (GAMF), the central appointment project, as well as the deficit generated from the practice implemented for the completed research projects, be financed by the internal allocation of the protected balance funds.

Lucyna Lach, President of the Vigilance and Quality Committee, presented the highlights of the annual report of the Committee, particularly that the committee has updated its internal by-laws. She also mentioned a significant increase in the number of complaints received by the Service Quality and Complaints Commission.

Users who wish to address medical examiners directly concerning their complaints may now do so.

Dr. David Eidelman, President of the Academic Affairs Committee, presented the annual report of the CIUSSS's Research Ethics Board for approval. He then presented the renewal of mandates and appointment of members to the Research Ethics Board for approval.

The Board of Directors approved the appointment of the following members:

- Dubravka Kapa: medical/biomedical component (clinical trials), member representing the community
- Anthony Brown: medical/biomedical component (clinical trials), member representing the community
- Erica Monteferrante: medical/biomedical component (clinical trials), member versed in ethics
- Dr. Shanshan Lan: medical/biomedical component (clinical trials), as a scientific member
- Dr. Sabrina Daniela Silva Wurzba: medical/biomedical component (clinical trials), as a scientific member

All of the appointments and renewed mandates are effective for a term of two years, and renewable thereafter.

The Board of Directors approved the re-appointment of the following members as a non-voting member of the Research Ethics Board:

- Kathleen Blagrove: medical/biomedical component (clinical trials) and psychosocial component
- Marissa Marra: medical/biomedical component (clinical trials)

The Board also approved the re-appointment of the following members:

- Vasiliki (Bessy) Bitzas, PhD: Chair of the Research Ethics Board – medical/biomedical component (clinical trials), Chair of the Scientific Committee – medical/biomedical component (clinical trials) and scientific member of the Research Ethics Board – medical/biomedical component (clinical trials)
- Dr. L. John Hoffer: Vice-President of the Scientific Committee– medical/biomedical component (clinical trials), and Vice-President and scientific member of the Research Ethics Board – medical/biomedical component (clinical trials)
- Myrna Lashley, PhD: President of the Scientific Committee – Psychosocial component and scientific member of the Research Ethics Board – Psychosocial component
- Richard Margolese as President of the Scientific Committee – medical-biomedical component (clinical trials) and Vice-President and scientific member of the Research Ethics Board of the CIUSSS West-Central Montreal – medical/biomedical component, for a renewal term of one year

The Board of Directors approved the re-appointment of the member of the Research Ethics Board – Psychosocial and Medical/Biomedical components: Dre Antionia Arnaert, Dre Sarit Assouline, Guila

Benyayer, Rosa Boudjemi, Dr Victor Cohen, Rena Entus, Dr Cristiano Ferrario, Dr Reza Forghani, Elisabeth Hébert, Dr Yves Longtin, Dr Thierry Muanza, Dre Shirin Sirhan, Dr Khalil Sultanem, George Vardatsikos, Sebastien Gambs et Fay Judy Strohschein.

Samuel Minzberg, President of the Governance and Ethics Committee, presented the highlights of the Annual Report of his Committee. He announced that the committee had prepared a draft charter for an advisory committee made up of former committee chairs that will be presented to the Board of Directors in 2022-2023.

Alyssa Yufe, President of the Revision Committee, presented the appointment of Dr. Samuel Mamane as a substitute member for the Committee. The Board appointed Dr. Mamane as a substitute member (physician) for the Revision committee in the event that either Dr. Judy Glass or Dr. Sylvie Boulet is unable to serve on said Committee. This appointment is subject to Dr. Mamane receiving the orientation and training required for this function.

Dr. Mark Karanofsky, President of the CPDP, presented the highlights of the annual report of the CPDP and he noted that two new medical examiners were appointed over the summer.

Maëcha Nault, Head of Midwife Services, presented the highlights of the annual report of the Council of Midwives. The Board of Directors adopted the 2021–2022 Annual Report of the Council and the Côte-des-Neiges Birthing Centre.

Ms. Nault stressed the accomplishments, in particular the creation of a coordination mechanism for the triage of asylum seekers.

Elisabeth Laughrea, President of the Executive Committee of the Council of Nurses, presented the highlights of the Annual Report of the Council of Nurses and she stressed in particular the objective of improving the Council's visibility in an effort to better reach nurses.

Suzanne Leroux, President of the Multidisciplinary Council, presented the highlights of the Annual Report of the Council and remarked on the departure of nine members of the Multidisciplinary Council over the course of the year.

Lucio D'Intino, President of the Users' Committee, and Irène Demczuk, resource person for the Users' Committee, presented the highlights of the Users' Committee Annual Report

Information points

Beverly Kravitz provided an overview of the role and mission of the Human Resources team. In addition to the recruiting efforts, she emphasized the importance of retaining new employees and ensuring their career development. The Human Resources Department places a great emphasis on the mental health and well-being of employees as well as on Diversity, Equity, Inclusion, Belonging (DEIB). Lastly, Ms. Kravitz recognized the dedication and passion of the team, which has been heavily solicited in the last few years and was forced to adapt to a new reality.

Lucyna Lach, along with Harriet Sugar Miller, President of the Alink Foundation, provided an overview of the Rehabilitation Advisory Committee's activities, specifically with regard to the needs of neurodivergent adults. Ms. Lach stated that the committee has been focusing on helping neurodivergent individuals transition to adulthood. She said that the committee's vision is to ensure that all neurodivergent individuals and their families have access to the services and support they need, when they need them, in order to achieve their goals and live a healthy, quality life. The committee's mission is to generate a set of recommendations that will help strengthen and develop partnerships among different sectors and community organizations so they can create, innovate and make pathways to needs-based and evidence-based supports and services more visible. Ms. Lach noted

that one of the key difficulties faced by the group is the absence of a single platform through which their concerns can be directed, asserting that solutions for this population cannot be found in silos.

Ms. Lach recommended the creation of an inter-departmental secretariat that would include representatives from the MSSS, the *Ministère du Travail, de l'Emploi et de la Solidarité sociale*, *Ministère de l'Économie et de l'Innovation*, *Ministère du Logement*, *Ministère de la Famille*, *Ministère de l'Éducation* and *Ministère de l'Enseignement supérieur* as well as from the office of the Public Curator and community leaders, users and individuals representing themselves.

Ms. Sugar Miller added that there is a problematic lack of access to housing for this population. She mentioned the need for an interdepartmental table and the development of a person-centred, evidence-based framework for ensuring housing with support services for people with disabilities aged from 18 to 44 years old. She also recommended strengthening data collection and analysis on current and emerging demand for supportive housing in the region and suggested increasing the supply and diversity of supportive housing and complementary programs.

Ms. Lach noted the low participation rate with respect to continuing education and employment. She made three recommendations:

- 1- strengthen the transition process
- 2- increase opportunities for inclusive education and employment
- 3- reduce barriers to inclusive employment

She concluded with three general recommendations:

- 1- enhance communication and collaboration
- 2- strengthen community partnerships
- 3- instill changes at the provincial level

Danina Kapetanovic, Chief Innovation Officer and Head of OROT, presented a third status update on the OROT Connected Health Innovation Hub to

OROT has been awarded several grants related to ongoing projects.

Board members. She then provided an overview of the progress made with regard to current co-development and integration projects. She added that OROT has over 30 projects currently in development, specifically in the four following areas: virtual care, rehabilitation, long-term care and dementia prevention.

Dr. Justin Cross, Chief Digital Health Officer, presented the Connected Health Record and explained that its vision is to reduce the workload of the CIUSSS's clinical staff by giving them digital access to patient data and providing the infrastructure needed for a transformation to value-based care. He mentioned that one of the goals of the Connected Health Record is to create a large-scale collaborative innovation project, and that this project will take place over a five-year period. The detailed presentation on this project was shared with the Board members.

Erin Cook, Associate Director of Quality, Transformation, Evaluation, Performance and Ethics, presented the highlights pertaining to management agreements. She stressed that in order to catch up on the annual calendar for this process, institutions have received a generic agreement indicating specific targets to be met. She added that there has been no negotiation with the MSSS.

Ms. Cook mentioned that a consultation exercise was held in the spring of 2022 and workshops were held with the DQIEPEs on the 2023–2027 strategic plan and the management and accountability agreements. Three items were identified for consideration: quality indicators, academic mission, and multiculturalism (use of interpreters).

Andréane Baribeau, from the Legal Affairs Department, presented the comparative table of institutional custody for the period from April 1, 2021 to March 31, 2022, and April 1, 2022 to June 3, 2022. She noted that the number of institutional admissions for the April to June 2022 quarter is comparable to the previous year's number for the same quarter, while the total number for 2021–2022 has increased compared to 2020–2021. She mentioned that the number of virtual appearances will decrease due to the Court of Quebec's directive to return to court in person as of May 16, 2022, which could have an impact on the number of cases that are contested.

Varia

Ronald Waxman congratulated Francine Dupuis for her work in the CIUSSS and for her tribute by the Quebec National Assembly as an outstanding manager whose determination and leadership benefited citizens on a daily basis.

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/.

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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, September 22, 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/