

# Board Info

Information bulletin of the meeting of the Board of Directors

## Highlights of the scheduled meeting of the Board of Directors Meeting of Thursday, November 24, 2022 (by Teleconference)

### Report from the Chairman of the Board of Directors

Alan Maislin thanked outgoing Board members Isabelle Caron, Susan Karpman and Linda Fortier for their contribution. He welcomed Nona Moscovitz, who is joining the Board of Directors as a mental health expert. He also welcomed Diana Dima, who is joining the Board of Directors and replacing Isabelle Caron as a Council of Nurses representative.

Mr. Maislin thanked the Human Resources team for their presentation on diversity. He also welcomed Lucie Tremblay in her new role as Associate CEO.

### Report from the President and CEO

Dr. Lawrence Rosenberg informed the Board that the CIUSSS is in the running to receive the Institute of Public Administration of Quebec Award of Excellence, in the public health category for the Command Centre. Dr. Rosenberg also announced that the CIUSSS had been granted an Award of Excellence by the editors of the Medical Post for the Command Centre. He congratulated Dr. Shannon Fraser for her involvement in this process. He added that the CIUSSS was also the recipient of the *Grand Prix Hippocrate* for the home healthcare program.

Dr. Rosenberg shared his impressions of a conference hosted by the Future of Health organization that he attended in Israel. The gathering convened the top 20 health centres in the world, including three from Canada. One of the conference themes, "Healthcare Anywhere", posited that remote care and the hospital at home would become a new normal in the delivery of healthcare. He noted that the CIUSSS is already moving towards this model of providing care. The Future of Health conference will be held in Boston next year.

Dr. Rosenberg addressed the topic of the digital health program, noting that we are meeting our objectives. He also reported on a meeting with the Luxembourg Ministry of Health, which had expressed an interest in learning more about the development and implementation of the Connected Health Record program. Another meeting on the same subject took place with the Chairman of the Department of Medicine of the University of Zurich, who was keen to implement a similar system. Dr. Rosenberg informed the Board that the CIUSSS had been visited by Canada's Minister of Health a few days ago. Minister Jean-Yves Duclos attended a presentation at the Jewish General Hospital on the home healthcare program by Erin Cook, Administrative Co-Director of Virtual Care, and Dr. Lawrence Rudski, Medical Director of Virtual Care. The Minister expressed his enthusiasm about the program. Dr. Rosenberg announced that our CIUSSS was once again awarded the title of Best Employer in Montreal.

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### Statistics on Medically Assisted Dying (MAID)

Dr. Miner, Director of Professional Services presented "MAID Program STATS". She went over the statistics it gathered from the start of the medically assisted end-of-life program in March 2018 to the end of March 2022. She noted that this information is available on the CIUSSS website.

Dr. Miner clarified that the main reason certain patients do not receive medically assisted dying is that the patient passes before the evaluation process is completed or before medically assisted dying is

administered. She added that the team responsible for administering medically assisted dying is composed of six physicians. When the Act is updated, we expect to be required to evaluate a higher volume of requests for more complex medically assisted dying cases. These changes to the Act could affect persons with psychiatric conditions and those incapable of providing their consent when medically assisted dying is ready to be administered.

Dr. Miner will notify the members of the Board once the modifications to the Act are approved.

## Appointments

Beverly Kravitz, Director of Human Resources, Communications, Legal Affairs and Global Security, presented a resolution for the appointment of an Associate Director of Financial Resources to replace Michael Waugh, who will be retiring. The members of the Board of Directors thanked Mr. Waugh for his services and welcomed Sylvie Leroux. Ms. Kravitz also presented a resolution for the appointment of Martin Saint-Pierre, Associate Director of Mental Health and Addiction, Access and Ambulatory Services.

Ms. Kravitz presented a resolution aimed at adopting the changes made to the organizational chart for senior management. She explained that the Academic Affairs and Digital Health teams were placed under the responsibility of the Associate General Manager.

## Presentation on Whiteboards

Isabelle Caron, Associate Director of Nursing, delivered a presentation, “Whiteboards”, explaining that the objectives of this project were to improve communication between nurses, medical staff, patients and patients' families and to facilitate discharge planning. She described the whiteboards that were installed in patient rooms and indicated that a more advanced version of the whiteboards was developed to meet the specific needs of the geriatric population. Explanatory posters have been designed to familiarize patients, their families, nurses and medical staff with the operation and use of the whiteboard.

Ms. Caron went over the performance indicators, the audit process and the results of the November audits. She noted that each unit receives an audit report and must develop an action plan to improve the results of the indicators that fall below targets. She also shared the challenges associated with the use of whiteboards. At the moment, information is entered manually on the whiteboards, but eventually it will be done electronically. Ms. Caron pointed out that, at present, nurses undertake the task to enter information on the board, which creates extra work for them. The goal is for each professional to write their own information on the board.

Alyssa Yufe, Board member, remarked that there are many complaints about patients not being told the name of their physician. She asked that Board members be informed as to how many physicians are not complying with the requirement to write their names on the whiteboard. A discussion ensued regarding the type of patients that are on each floor. Dr. Miner intervened and clarified that geriatric patients are found on all floors. Ms. Caron mentioned that there are no whiteboards at SAPA facilities. Jennifer Clarke, Associate Director of SAPA, Long-term Care Component, explained that the SAPA environment does not require whiteboards but that other tools are used in its place. Mr. Waxman advised introducing whiteboards adapted to the SAPA environment.

Dr. Rosenberg congratulated Ms. Caron for her work, but expressed his disappointment that the supervising physicians were not putting their names on the whiteboard, adding that their privileges should be questioned. He was also dismayed that statistics regarding the percentage of whiteboards omitting names of supervising physicians are not available to the members of the Board. He reiterated that a primary

Dr. Rosenberg said that he would enforce supervising physicians placing their names on the whiteboards, and that failing to comply might result in their privileges being called into question.

objective of the whiteboards is to state the name of the supervising physician, as well as the patient's expected date of discharge so that staff and families could plan the discharge.

Within long-term care settings, the physician assigned to the patient remains the same. The topic of confidential data appearing on the whiteboard was discussed, and Ms. Caron explained that a procedure has been put into place to manage the confidentiality of the information when the patient leaves the hospital.

### **CIUSSS projects submitted to the Health and Social Services Network's Contest for the Excellence Awards**

Julie Ricciardi, Assistant to the CEO, presented two resolutions on the Excellence Awards presented by the MSSS in recognition of excellence and innovation in healthcare facilities. Two projects were submitted: the Integrated Contact Centre, presented by Sébastien Blin, Director of the Direction régionale de l'accès aux services médicaux de proximité, and the Command Centre, presented by Joanne Côté, Director of Quality, Transformation, Evaluation, Performance and Ethics.

### **Presentation of Period 6 financial results**

Morty Yalovsky, President of the Audit Committee, presented the cumulative financial numbers for Period 6, which showed a deficit of \$2.8M. He reminded that the original budget presented in May forecasted a \$6.2 M deficit for the year, but that several of the areas where a deficit was projected are now operating within budget. For example, cyber security is now mostly covered by Ministry financing. The operating rooms have not been functioning with the anticipated deficit, as volumes are lower due to staff shortages. There are, however, other areas that are causing us to be in deficit, most notably the Emergency Department.

Mr. Yalovsky reminded that there are deficits in various areas due to the impact of inflation. The original budget only included an indexation of 2.9%. The government has verbally stated that non-recurring funding will be provided for the difference between the Consumer Price Index and the 2.9%. It is anticipated this financing will amount to approximately \$10M, included in the overall projections for March 31, 2023. Since the \$10M of financing for inflation in our projections, the CIUSSS is now projecting to be in balance at the end of the year. Mr. Yalovsky also noted that the projected COVID costs for the year amount to \$74M.

### **Quarterly report by the Complaints Commissioner**

Jean-Philippe Payment, Service Quality and Complaints Commissioner, presented the quarterly report of the Office of the Service Quality and Complaints Commissioner for the months of July, August and September. Mr. Payment indicated that the average time required to handle complaints and interventions in Q2 was eight days, while the rate of dissatisfactions treated was down by 26.7%. Mr. Payment said that the time required to process complaints for this period was 34 days and that the number of complaints received was up by 13%. He added that 33 cases of mistreatment were reported at the Floralie CHSLD, 13 at the Jewish General Hospital (JGH) and five at Donald Berman Jewish Eldercare Centre.

Mr. Payment stated that the time required to treat assistance cases is one day. External clinics generate the highest rate of assistance required (96 for this period). He informed the members of the Board that a plan has been put into place to improve the situation. He noted that the time required for medical examiners to process complaints is 62 days. Dr. Marc Afilalo, Chief of the JGH Emergency Department, asked if the complaints are coded. Mr. Payment said that they were and offered to send Dr. Afilalo a report for Q2. Mr. Payment added that the MSSS's complaint monitoring system can generate exhaustive complaint handling information and that the Vigilance and Quality Committee regularly obtains detailed complaint reports. Several Board members suggested that this information should be disclosed to the members of the Board of Directors.

### Connected Health Record Project

Dr. Justin Cross, Director of Digital Health, presented *Projet d'innovation du CHR* (Connected Health Record). He declared that this project consists of developing a new generation of CHR. He noted that no supplier was able to meet the CIUSSS's specific needs, which is why the CIUSSS chose to develop its own system. He thanked the JGH Foundation for financing this project.

Dr. Cross explained the project's vision of a user-friendly platform that connects all of the CIUSSS facilities. He outlined its goals and the collaboration with supplier Harris Healthcare. He went over its technological aspects, specifying that the system will be connected to the Cloud, easy to develop, and deploy new features. He shared the readiness assessment that took place with KPMG Canada Digital Health Group, along with the concluding report submitted in the first quarter of 2022. Dr. Cross mentioned that close to 100 clinical applications were analyzed, with a view to either adapting them to the new connected health system or decommissioning them, while more than 1,500 medical-record forms were identified.

Dr. Cross reviewed the governance structure of the CHR, which will facilitate decision-making by the clinical and administrative teams. He noted that each level will have clinical representatives. He added that the project management office structure is based on the results of the readiness assessment and the software co-development plan. A design lab has been set up to facilitate meetings with all stakeholders in this project. Several working groups have been created and meet weekly. He highlighted the significant contribution of the Information Technology Department to this project. Dr. Cross concluded by noting that the software development is well underway and that CHR 1.0 is scheduled to go live in late fall 2024 at the JGH and associated specialty medical clinics.

## 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, January 26, 2023, 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/)