

# 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, January 26, 2023 (by Teleconference)

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

Alan Maislin thanked the teams for their ongoing work to implement new ways of administering care to patients. Mr. Maislin asked Samuel Minzberg, Vice-President of the Board of Directors, to act as Chairman for today's meeting of the Board of Directors.

### Report from the President and CEO

Dr. Lawrence Rosenberg welcomed the Board members to this first meeting of 2023. Dr. Rosenberg stated that several changes have been made at the senior management level of different facilities. He noted that Dr. Lucie Opatrny will take on the role of President and Executive Director of the McGill University Health Centre (MUHC) beginning in February. Dr. Opatrny was formerly Quebec's Deputy Health Minister. Dr. Rosenberg also announced the appointment of Frédéric Abergel to the position of President and CEO of the *Centre hospitalier de l'Université de Montréal* (CHUM) as of February. Mr. Abergel is the outgoing President and CEO of the CIUSSS du Nord-de-l'Île-de-Montréal. Dr. Rosenberg congratulated Dan Gabay, Associate Executive Director, for his appointment to the position of President and CEO of the CIUSSS West Montreal, effective in February. He thanked Mr. Gabay for his great contribution to our CIUSSS over the many years and wished him the best of luck in his new position.

Dr. Rosenberg announced that, for yet another consecutive year, the Jewish General Hospital has made the list of Canada's Best Employers according to Forbes magazine. While the hospital ranked 209th in 2021 and 154th in 2022, the facility had made its way to the 65th position in 2023.

The JGH is the only hospital in the province of Quebec to be listed among Canada's Best Employers. Dr. Rosenberg credited staff and everyone who supports the hospital for the achievement.

Dr. Rosenberg spoke about the dissension at the Maisonneuve-Rosemont Hospital Emergency Room and speculated that a solution should be imminent. He explained that during such scenarios, the emergency rooms of other hospitals increase their capacity, to compensate for the reduction in services offered by Maisonneuve-Rosemont Hospital's emergency room. He pointed out that while the Jewish General Hospital's Emergency Room is the busiest in the province, it remains the most efficient.

### Notice of appointments

The appointments approved by the members of the Board:

- Hélène Maher, Associate Director of Logistics and Clinical Support Services (effective January 9)
- Sylvie Leroux, Associate Director of Financial Resources (effective November 24, 2022)
- Dre Vicky Tagalakakis, Chief of Specialized Medicine (effective June 2023)

### Integrated document management project

Joanne Côté, Director of Quality, Transformation, Evaluation, Valuation, Ethics and Virtual Care, presented the integrated document management project, emphasizing that, as an organization, the CIUSSS is legally obligated to have a conservation calendar and filing system.

Aurelia DiFabrizio, Chief of the Transformation Team, pointed out that this project will help reduce storage costs and harmonize document management. She reviewed the content of the Integrated Document Management Policy that will be submitted to the members of the Board of Directors for adoption and informed participants of the next steps in this project.

## 2022 Accreditation Canada

Ms. Côté provided a summary of the visit by Accreditation Canada that took place from December 4 to 8, 2022. She highlighted the result of 97.6% obtained for the visit of the physical disability, intellectual disability and Autism Spectrum Disorder sectors and

Ms. Côté congratulated the teams whose departments had been visited by Accreditation Canada for their hard work.

the result of 97.1% for the visit of SAPA residential environment and homecare. She also shared the strengths that were identified and the weaknesses to be improved.

## Les Floralties

Lucie Tremblay, Associate President and CEO, remarked that there is less than optimal availability of long-term care beds on our territory, and that the CIUSSS wants to develop an urban development project to address the difficulty. She said that the CIUSSS is currently purchasing beds in private facilities such as *Les Floralties*, which is under the temporary jurisdiction of *CIUSSS de l'Ouest-de-l'Île-de-Montréal*. Ms. Tremblay added that our objective is to return the patients who occupy long-term care beds to our territory. She mentioned that although sites such as *Les Floralties* are private institutions, our CIUSSS is responsible for the quality of care they provide.

## Presentation of financial results

Mordecai Yalovsky, Chair of the Audit Committee, presented the financial numbers, which showed a small deficit of approximately \$100,000. He pointed out that the CIUSSS is projecting to be in balance at March 31. He explained that although there are some problem areas, such as the structural deficit in the Emergency Room (the busiest in the province), as well as increased expenses for food, energy and technical services due to inflation, the CIUSSS has received non-recurring financing from the MSSS to help with inflation. Non-recurring surpluses will help with the Emergency Room.

Mr. Yalovsky pointed out that the projection reflects additional revenues and expenses of approximately \$197M and \$175M respectively. The majority of this increase is due to COVID, as well as additional financing to cover expenses such as medication, collective agreements and inflation.

## Academic Affairs Committee

Dr. David Eidelman moved to adopt the two resolutions for the appointments of Cassandra Haley and Jacqueline Bradbury-Jost to the Research Ethics Board.

## Quarterly report of the Service Quality and Complaints Commissioner

Jean-Philippe Payment, Service Quality and Complaints Commissioner, noted that the data on complaints is now available on the ministerial dashboard, but that the information is incorrect. He invited directors to verify if the data that was entered accurately reflects their reality. He mentioned that the Ombudsman has been exercising tighter management since the appointment of its new incumbent, Me Marc-André Dowd. He warned members that the MSSS would be taking over physical complaint documents starting in February, and of the legal issues that could arise as a result.

Mr. Payment presented the Office of the Service Quality and Complaint Commissioner's Quarterly Report for the months of October, November and December 2022. Mr. Payment noted that the average processing time for complaints, interventions and assistance in Q3 was 7 days, and that the rate of dissatisfactions handled was down 15% from Q3 of last year.

Mr. Payment pointed out that the complaint processing time for this period is 25 days, that the number of complaints received is up by 1% and that only one complaint was forwarded to the Ombudsman. He added that the number of abuse cases is continually increasing and that he expects to receive between 250 and 260 cases by the end of the year. Mr. Payment said that assistance cases are processed within 24 to 48 hours. The average time for medical examiners to process complaints is 40 days, but they do not render their conclusions before 70 days.

### Statistics related to confinement in health establishments

Me Nathalie Lecoq presented the statistics on the number of people confined in an institution, by mission. She explained the document, which includes two tables—one representing the confinement cases for the 2021–2022 fiscal year, the other compiling the data for the period from September 1 to December 31, 2022—and the last column compiling the confinement cases for the period from April 1 to December 31, 2022. Even though the fiscal year is not yet over, Me Lecoq pointed out that the forecasts for the current year are down when compared to 2021–2022. She also noted that the statistics related to videoconferencing with patients who are challenging confinement decisions are down from last year, due to court requests to have patients appear in person.

### Connected Health Record (CHR)

Justin Cross, Director of Digital Health, announced that the deployment of the Connected Health Record (CHR) is planned for the end of 2024 at the Jewish General Hospital, and for mid-2025 throughout the CIUSSS. In the summer of 2023, however, the Patient Trajectory Data (PTD) module will be deployed throughout the CIUSSS.

Mr. Cross explained that the PTD system gives users quick access to a patient's history from a single summary page. Mr. Cross and Jacques Laporte, Director of Information Resources, will ensure that all measures are taken to ensure the security and confidentiality of data.

The CIUSSS is working with partner Harris Healthcare to have their application certified by the MSSS. Mr. Cross said that our teams are meeting with the different clinical departments to prepare the ground for the deployment of the CHR system in 2024 and develop a training plan.

### CUSSS's Volunteer Services

Erin Cook, Associate Director of Quality, Transformation, Evaluation, Valuation, Ethics and Virtual Care, noted that although our volunteer activity has decreased since the beginning of the pandemic, the CIUSSS has been working to restore a pre-pandemic pace of activity for several months now. Ms. Cook mentioned that since September 2022, volunteer staff has increased by 215 members. She explained the volunteer recruitment process and the streamlining that has been done to facilitate recruitment, and provided an overview of volunteer activities across the CIUSSS. She reviewed upcoming activities, including activities that will take place during National Volunteer Week in April.

### OROT – Innovation Hub: Update on activities

Danina Kapetanovic, Chief Innovation Officer, presented the annual report regarding the OROT Innovation Hub. The previous annual report was presented in June 2022. She highlighted the performance of the OROT team in securing \$180,000 worth of contracts with partners, obtaining \$846,750 in grants and involving over 50 companies. The funds are intended for additional personnel for the clinical administrative teams, to enable these to become involved in various innovative projects.

She stated that as Chief Innovation Officer, one of her objectives is to establish a culture of innovation throughout our CIUSSS. To that end, a virtual community that meets monthly has been created. Ms. Kapetanovic also highlighted her participation in several public sector events, with a view to promoting our Innovation Program.

## Emergency Department

Dr. Mark Afilalo, Chief of the JGH Emergency Department (ED), commented on the patients who come to the ED, who are not only more numerous, but also more severely ill, in part due to COVID. He also pointed out that the population using our ED is older, which means that there are heavier cases to treat, and that many of the patients who use our emergency room come from outside our CIUSSS territory.

## 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, March 16, 2023, at 7:30  
a.m.  
by videoconference**

For more information about the Board of Directors, please visit:

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