

# Board Info

Information bulletin of the meeting of the Board of Directors

## Highlights of the scheduled meeting of the Board of Directors Thursday, September 26, 2019 Donald Berman Jewish Eldercare Centre – Schweitzer Room

### Question period

The ALink Group representative, Harriet Sugar Miller, began with a reminder that her organization’s mission is to create an inclusive community for young adults with neurodevelopmental disorders. She asked how the CIUSSS might help her organization identify the decision-makers responsible for creating policies, while ensuring that changes are made to facilitate access to care and services.

Gary Stoopler, Director of Rehabilitation and Multidisciplinary Services, noted that several initiatives had been launched to help young adults and their families better understand the network and gain access to the care and services they need. He invited Ms. Miller to meet with him to discuss and review these initiatives. She thanked Mr. Stoopler and Geneviève Chabot for their collaboration over the last few months and said that she would be pleased to meet with him for a more in-depth discussion.

### Message from the President of the Board of Directors

Alan Maislin reported that the Planetree program is progressing well. The volume of patients in the Emergency Department remains problematic, and the institution is still in discussion with the MSSS about reclassifying the CIUSSS.

Mr. Maislin announced that the MSSS has renewed his three-year mandate as President of the Board of Directors, effective September 30, 2019.

### Report from the President and CEO

Dr. Lawrence Rosenberg reported that the CIUSSS welcomed a group of international experts to discuss disintermediation—a process in which individuals are removed from an economic system that has undergone change. In health care, this phenomenon is reflected in the shift in work from specialists to family physicians, from family physicians to specialized nurse practitioners or pharmacists, and so on.

The digital health plan, developed by the CIUSSS over the summer, was submitted to Paul L’Archevêque, head of the MSSS’s Innovation Office. The comments received were very positive. The influence of the CIUSSS on digital health is increasingly felt at the MSSS. The Minister has also created a cybersecurity office, as well as the position of Digital Health Director.

Dr. Rosenberg noted that the volume of visits to the Emergency Department continues to increase for reasons that remain unclear. The CIUSSS is in contact with the MSSS to ensure that the situation is well understood, and to reduce the financial impact.

### List of medical examiners

Maude Laliberté, Complaints Commissioner, explained that there is a significant delay in handling complaints about physicians, dentists and pharmacists. Several solutions have been considered, one of which involves updating the list of medical examiners. The list that is filed with the Board of Directors currently includes only physicians who are actively involved in handling complaints. Ms. Laliberté announced that after Dr. Paul Warshawsky resigned as Chief Medical Examiner, Dr. Harvey Sigman agreed to replace him.

The list of medical examiners consists of Dr. Vania Jimenez, Dr. Ronald Ludman, Dr. Richard Margolese, Dr. Markus Martin, Dr. Nathan Sheiner, Dr. Harvey Sigman and Dr. Paul Warshawsky.

### Appointments to CIUSSS senior management

Beverly Kravitz, Director of Human Resources, Communications, Legal Affairs and Global Security, announced the appointment of six directors and associate directors, including several on an interim basis:

- Michael Boudana, Associate Director of Technical Services
- Serge Cloutier, Associate Director of Nursing
- Tung Tran, Interim Director of Mental Health and Addiction
- Christine Touchette, Interim Director of Frontline Integrated Services
- Kahina Slimani, Interim Associate Director of Frontline Integrated Services
- Luc Méthot, Interim Associate Director of the Support Program for the Autonomy of Seniors (SAPA)

### Requests for background checks in private seniors' residences

Joanne Côté, Director of Quality, Innovation, Evaluation, Performance and Ethics, said that since April 1, the CIUSSS has been responsible for certifying private residences for seniors (PRS) in our area. Along with this responsibility comes the task of designating persons who are authorized to request background checks with the SPVM about operators, managers and members of the Board of PSRs.

Anne Pépin, Stefania Iapaolo and Nathalie Trastour are authorized to sign agreements with the SPVM to enable the CIUSSS to obtain this service from the SPVM.

### Resignation of a member of the Board of Directors

Alan Maislin reported that Tony Loffreda submitted his resignation to the Board of Directors after being appointed as a Senator. The Governance and Ethics Committee is looking to replace him.

### Management and Accountability Agreement

Joanne Côté presented the 2019–2020 Management and Accountability agreement that binds the MSSS and the CIUSSS. The MSSS's priorities over the next few years are laid out in the agreement, and expectations are set out. Indicators and commitments—results targeted by the establishment for March 31, 2020—are also presented. In most areas, targets remain the same as last year, except for a reduction in Human Resources.

Francine Dupuis, Associate CEO, specified that the CIUSSS has received development funds for the various programs mentioned in the management agreement, with funds allocated only if we reach our targets. The MSSS showed a great deal of openness, specifically where community services are concerned—most notably, home care, CHSLDs and clientele with physical and intellectual disabilities. We also received money to be used toward hospital staff.

Ms. Côté continued by presenting dashboard results for Period 4. The management agreement indicators are tracked at different levels by various groups and committees. However, for the purposes of the presentation, only the results of the most relevant and informative indicators were shown: emergency waiting times, waiting time for oncological surgery, percentage of the population registered with a family physician, access times for

children under five with autism spectrum disorders, hand hygiene, CPE infection rates, medication reconciliation and human resources.

### **Presentation of financial results**

Morty Yalovsky presented the financial results for Period 4, ending July 20, 2019. He explained the most significant variances and said that the same four structural elements as last year are still contributing to the deficit this year. Dr. Rosenberg also explained that the CIUSSS's position on our recovery plan has been communicated to the MSSS. Issues related to structural elements are still present, but the CIUSSS is ready to work with the MSSS to find solutions to overcome these difficulties. Since then, the MSSS has indicated that it no longer requires a budget-balance plan by the end of September and will wait for the Period 6 results.

### **Appointment of external auditors**

The CIUSSS previously launched a public invitation to tender for external auditing services. Two bids were received, and after examining them, the Audit Committee recommended that the CIUSSS retain the services of the external auditing firm of Raymond Chabot Grant Thornton.

This recommendation is based primarily on various quality requirements, and secondarily on the price.

### **Amendment to the Purchasing Policy**

Morty Yalovsky explained that the amendment to the CIUSSS purchasing policy is intended to render the Logistics Directorate accountable for verifying contracts entered into by the directorates responsible for construction, food, pharmacy, technical aids, rehabilitation (activities of daily living-home living activities [ADL-HLA] only) and the Lady Davis Institute (LDI).

### **Report from the Vigilance and Quality Committee**

Lucyna Lach, President of the Vigilance and Quality Committee, reported that the committee has met twice since June and now collaborates with Joanne Côté. It has also welcomed four new participants: Tung Tran, Interim Director of Mental Health and Addiction; Gary Stoopler, Director of Rehabilitation and Multidisciplinary Services; Beverly Kravitz, Director of Human Resources, Communications, Legal Affairs and Global Security; and Dr. Noura Hassan, President of the Medical Acts Evaluation Committee (CAMA).

During the committee's meetings, members follow up on recommendations that were made in various reports that have been submitted to them, as well as the resulting action plans. However, the committee occasionally questions its degree of authority in certain situations. When problems related to quality are raised in the media, they are discussed and examined. The presence and participation of representatives from various missions helps put these issues into context, while facilitating discussion. Ms. Lach informed the members of the Board that Accreditation Canada will assess public health services in November 2019. In June, attention will be focused on frontline services.

### **Annual Reports of the Advisory Committees**

Bram Freedman, President and CEO of the Jewish General Hospital Foundation, tabled a report on behalf of the Advisory Committee for the Jewish General Hospital. No questions were asked. However, a gender imbalance was noted in the committee, and a suggestion was made that this situation be corrected.

Dr. Abraham Fuks, President of the Advisory Committee for Miriam Home and Services, explained that the Advisory Committee for the facility makes recommendations that are aimed not only at preserving the linguistic, cultural, historical and local character of the centre, but also with regard to its mission. To do so, the committee focuses much of its attention on the centre's clinical services to ensure that the needs of the clients, families and broader community are met, and recommendations are made to this effect. As for the committee's composition, it was noted that three of the seven members are women.

Barbra Gold, Director of SAPA, presented Murray Goodz, President of the Advisory Committee for Donald Berman Maimonides Geriatric Centre, and Don Prinsky, President of the Advisory Committee for Donald Berman Jewish Eldercare Centre. Elliot Bier, Co-President of the Advisory Committee for Mount Sinai Hospital, was unable to attend. Ms. Gold presented an integrated report for these three committees. She thanked the CIUSSS for the funds invested in these facilities, as reflected in numerous construction and renovation projects that have been completed, and in progress or anticipated changes over the next few years.

### **Digital health plan of the CIUSSS**

Dr. Justin Cross, Chief Digital Health Officer, provided an overview of the CIUSSS's digital health plan. Its goal is to support the CIUSSS's mission and provide health care to patients wherever they are located—at home, in the community or in the hospital. This plan also targets the implementation of a solid and reliable infrastructure to help ensure that the CIUSSS can overcome the challenges it will face over the next 20 years.

The CIUSSS hopes to implement a digital file for each patient, containing all of the information on the patient's health and the care that he/she has received. These digital files will be accessible throughout the CIUSSS. Telehealth—providing remote access to healthcare services—will be added in parallel. The CIUSSS also aims to implement the use of artificial intelligence, which would help physicians make the right diagnosis and provide better care.

With the help of Maisha Labs, which will ensure that all programs and applications are interconnected, the CIUSSS anticipates developing partnerships with businesses. The CIUSSS is looking at creating an innovation and research incubator to unite leading-edge companies, academics and start-up businesses with good ideas, all of which could work in partnership with us to make these ideas a reality.

## **THE BOARD OF DIRECTORS OF CIUSSS WEST-CENTRAL MONTREAL**

A calendar of meetings of the Board of Directors is available at [www.ciuss-centreouestmtl.gouv.qc.ca/en/home/](http://www.ciuss-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, December 5, 2019, at 7:30 a.m.  
Donald Berman Jewish Eldercare Centre**

For more information about the Board of Directors, please visit [www.ciuss-centreouestmtl.gouv.qc.ca/en/west-central-montreal-health/conseil-d-administration](http://www.ciuss-centreouestmtl.gouv.qc.ca/en/west-central-montreal-health/conseil-d-administration)