

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 Monday, June 15, 2020 (by teleconference)

Report from the President and CEO

Dr. Lawrence Rosenberg reported that the rate of positive cases is decreasing day by day in the province, in Montreal, at the Jewish General Hospital (JGH) and in the rest of the CIUSSS. As of June 14, there were 29 cases at the JGH and eight people in Intensive Care, compared to 178 people at the hospital and 30 in Intensive Care at the peak of the pandemic.

The volume of activity in the Emergency Department varies between 55% and 85% on an hourly and daily basis, compared to 45% during the pandemic. After maintaining an activity level below 25%, the level of surgical activity is now at 70% of pre-pandemic levels. Senior Management of the CIUSSS hopes for a return to normal by September. Activities are also gradually resuming in Rehabilitation.

Patients without COVID-19 who suffer from chronic diseases, including cancer, are a major concern at the moment. This group includes patients who were too afraid to leave their homes to seek care or who could not seek care because of suspended activities. The team is able to resume normal activities this week.

Dr. Rosenberg said the Oncology team has done a remarkable job of maintaining the cancer control program during the pandemic, shifting about 70% of its practice to telehealth.

During the pandemic, 80% of the GMF appointments at Herzl were kept through telemedicine. Mental Health has implemented a telehealth program that is unique in Quebec. To decrease the number of patients who could come to the JGH in the coming months, all chiefs of departments have submitted telehealth plans. In the Emergency Department, a triage system is being developed. A home hospitalization program will also be implemented, when possible. In preparation for the possible second wave, the CIUSSS-wide experiences of the first phase will be analyzed.

Donald Berman Maimonides Geriatric Centre has been hit hard by the pandemic. However, the situation is stabilizing and the number of infected residents continues to decrease. The reopening of CHSLDs to families and visitors will begin shortly. People in CHSLDs are now older, more fragile and sicker, making the transformation of these places a must.

Dr. Rosenberg pointed out that changes will have to be made in long-term care centres. The CIUSSS has submitted a document to the Ministry on this topic, which will be discussed in a future meeting.

On behalf of the Board of Directors, Dr. Rosenberg congratulated Lucie Tremblay, Isabelle Caron and the nursing care team, who have transferred approximately 200 nurses from the JGH to the CIUSSS's CHSLDs.

Use of the drug Naloxone by intranasal route

Gary Stoopler, Director of Multidisciplinary Services and Rehabilitation, presented a resolution that will allow approximately 100 Multidisciplinary Council members to administer Naloxone. This drug works quickly to temporarily reverse the effects of an opioid overdose. These employees will have to complete a one-hour training program before they can receive the kit enabling them to intervene in an overdose. A checklist also has been developed for these employees. The necessary support will be provided by the nursing management team.

Appointment of inspectors for Private Seniors' Residences

The CIUSSS recently inherited the mandate to handle the certification and complaints of the private seniors' residences (RPAs) in its area. This will give the CIUSSS the authority to inspect an RPA within its area to ensure compliance with the applicable legislative and regulatory framework. I will also permit verification that the operator of the RPA has avoided any practice or situation that could jeopardize the health or safety of the persons to whom it provides services. Stefania Iapaolo and Marcelo Busignani of the Directorate of Quality, Evaluation and Performance (DQIPE) were appointed inspectors; Chantal Bellerose, of the same Directorate, was appointed inspector in April 2019.

The Board of Directors also designated Annie Gilbert and Milena Marn of the DQIPE as the principal and substitute, respectively, to work with the SPVM for requests for criminal record checks from the operators, officers and members of the Board of Directors of the RPAs in the CIUSSS's area.

Financial impacts of COVID-19

Morty Yalovsky, Chair of the Audit Committee, reported that COVID-19 generated approximately \$5 million in additional costs in the fiscal year ending March 31. The costs generated by COVID-19 are \$11 million higher than normally budgeted. The purchase of personal protective equipment, the addition of staff, the payment of bonuses to employees and the loss of revenues are accounted for in these additional costs.

Dr. Rosenberg said that the Logistics and Finance teams had to establish a supply chain to provide personal protective equipment to all FMGs, intermediate resources and RPAs in the area. This represents a huge additional responsibility.

In response to a question about the costs associated with the shift to telehealth, Dr. Rosenberg explained that the total cost of this project is not yet known. Telehealth will span the next five to six years. Therefore, costs will be staggered. The financial analysis of this project is under way and a full report should be available by the fall. The government has helped advance telehealth across the network by providing free licences to certain platforms, such as Zoom and Teams.

Annual Report 2019-2020

Council of Physicians, Dentists and Pharmacists (CPDP)

Dr. Elizabeth MacNamara, Chair of the CMDP, noted that physicians continue to have difficulty in effectively accessing electronic patient records. In addition, 10% of errors are made when patients' results are scanned into the Chartmaxx software, which is a serious problem. This must be treated as a priority by the archives team.

On behalf of the CMDP, Dr. MacNamara thanked nursing, PABs, pharmacists, IT and the Foundation for their support, compassion and dedication throughout the pandemic.

Dr. MacNamara highlighted the extraordinary work performed in the fight against COVID-19. All of the bureaucratic roadblocks have been removed and everyone has worked together to deal with difficult situations.

Dr. Rosenberg added that physicians assisted in the long-term care centres, providing medical care and help wherever their help was needed. On behalf of the Board of Directors, Dr. Rosenberg thanked the physicians for their contribution.

Council of Midwives

Maëcha Nault, President, noted that the Council has worked in an integrated manner with Frontline Services, particularly with the child/youth/family component. Since the beginning of the pandemic, all organizational challenges have been addressed very quickly, allowing midwives to focus on delivery of services. One midwife even volunteered to work in a CHSLD as a service aide. On behalf of Council of Midwives, Ms. Nault thanked all of the CIUSSS teams for their support.

Council of Nurses (CII)

Johanne Grondin, President, presented the CII's annual report, which will be adopted at the Annual Meeting of the Council in the fall due to the pandemic. In 2020-2021, the CII will continue its activities, including updating the scope of practice of LPNs by mission and by site. The CII would like to set up a committee composed of representatives of the four CIUSSS councils, in order to accelerate the process of adopting professional opinions and the documents concerning them.

Lucie Tremblay, Director of Nursing, said the *Comité de la relève infirmière* has submitted a notice about support for nurses who deal with violence and bullying in the workplace. A working committee has been set up. The first meeting had to be postponed because of the pandemic.

Users' Committee

Irene Demczuk of the Users' Committee presented the 2019-2020 annual report. The year was marked by a transition to a more structured and efficient organization. A resource person was hired to provide dedicated support and coordination for all CIUSSS users' and residents' committees.

A brief was submitted to the *Commission de la santé et des services sociaux* on Bill 52, aimed at strengthening the system for examining complaints. The Committee conducted a user satisfaction evaluation of six CLSCs and points of service in the area, to which 4,000 users responded. The results of this survey will be presented shortly to the Quality Directorate and the Ombudsman.

Finally, a tour of members was conducted to survey the needs, problems and priorities of all of the users' and residents' committees. Overall, the users' and residents' committees feel their role and functions are not recognized by the CIUSSS and they are not consulted in plans to improve the quality of service. All of the users' and residents' committees would like to see a dialogue established between the committees and site managers, in order to respond more effectively to local dissatisfactions and problems raised by users and residents. In conclusion, a three-year action plan has been developed, which the committee hopes to complete in a spirit of partnership with the CIUSSS.

Presentation of the corporate chart and management agreement

Joanne Côté, Director of Quality, Innovation, Evaluation, Performance and Ethics, presented results for period 13, except for drug reconciliation, for which only the results for period 8 were available.

In response to questions about the CIUSSS, it was noted that :

- The vast majority of deaths related to the pandemic were people aged 80 years and older.
- It's difficult to know how widespread COVID-19 is in the community, nor is there any information about the impact of asymptomatic individuals on the spread of the virus.

- The elderly and those with chronic illnesses need to be protected.
- Serological testing will begin this week, first for JGH patients with COVID-19 and then for CIUSSS staff.
- The Human Resources team has put in place several support programs—to continue after the pandemic—to help employees manage stress and difficult situations.

Report on the Implementation of the End-of-Life Care Policy

Danielle Schryer, Associate Director of the Professional Services Directorate, presented data related to the End-of-Life Care Act from April 1, 2019, to March 31, 2020. During the pandemic, no requests were received.

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/.
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, September 17, 2020, at 7:30 a.m.
Donald Berman Jewish Eldercare Centre**

For more information about the Board of Directors, please visit www.ciusss-centreouestmtl.gouv.qc.ca/en/west-central-montreal-health/conseil-d-administratio