

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 Thursday, March 25, 2021 (by teleconference)

Report from the President of the Board

Alan Maislin reported that the CIUSSS is operating three major vaccination sites on its territory. A pilot project is also under way to vaccinate the parents of students and teachers at schools in certain postal codes in the area.

The Board of Directors can be proud of the outstanding and dedicated team that is working on these vaccination projects.

Mr. Maislin informed the members that Tung Tran, Director of the Mental Health and Addiction Program, and Dr. Karl Looper, Head of Psychiatry Department, organized a community meeting that all stakeholders in their field were invited to attend. It enabled participants to discuss how to work together and make progress.

Lastly, the President stated that the MSSS has confirmed that board renewals for all institutions in the health and social services network have been postponed until the pandemic is under better control and time can be devoted to the renewal process.

Report from the President and CEO

Dr. Lawrence Rosenberg stated that the CIUSSS is concerned about the vaccination program. To date, approximately 20% of the population in the area has been vaccinated.

Congratulations are extended to all directors and their teams across the CIUSSS. The vaccination program would not have been possible without collaboration among directorates and the cooperation of all stakeholders.

The British variant is circulating more widely in certain areas of the CIUSSS. In an attempt to control transmission, parents and teachers of students in schools in three specific areas are currently being vaccinated. The project is going very well and all appointments have been filled. The results are being monitored by the MSSS to determine whether it is having the desired effect of preventing transmission of the variant beyond the identified postal codes. The possibility of adding schools in adjacent neighbourhoods and other areas of the city is currently being examined by Public Health.

Dr. Rosenberg reported about a pilot project, implemented with the support of the CIUSSS's Command Centre, that has lowered the number of Alternative Level of Care (ALC) patients at the Jewish General Hospital (JGH) to the mid-20s for the first time ever. ALC patients are those who no longer require acute care, but still need care before they can return home or to a long-term care residence. The JGH has always had between 60 and 100 of these patients occupying acute care beds. The success of this project increases the ability to respond to acute care situations as they arise.

The number of patients in the Intensive Care Unit (ICU) is relatively constant. Since there have been no outbreaks in long-term care residences in the past few weeks, the COVID-19-positive patients in the ICU tend to be younger than during the first and second waves. Dr. Marc Afilalo reported that there is a very marked increase in the number of patients with cancer and heart disease in the Emergency Department. They had avoided the hospital during the first wave of the pandemic and now require intensive care. Dr. Louise Miner also explained that the JGH currently has twice as many patients in the ICU as any other hospital in the city, despite the fact that the hospital regularly transfers patients to the ICUs at other facilities.

Dr. Rosenberg confirmed that although he has actively put pressure on Public Health to step up its priority to vaccinate cancer and immuno-compromised patients and those with physical or intellectual disabilities, no changes have been made to prioritize these individuals. According to the MSSS's prioritization strategy, they are included in the next eligible group for vaccination.

In terms of communication to reach the public, several initiatives were put into place, notably in the multicultural neighbourhoods of Côte-des-Neiges and Parc-Extension. Door-to-door visits were carried out in Parc-Extension to promote vaccination. Contact was also made with a multicultural radio station to broadcast information in various languages. Employees have volunteered to produce video messages in their native languages. Foundations will also be emailing their donors with information about the vaccination program.

Appointments

The following appointments were ratified by Board members:

- Sonia Boccardi, Interim Clinical-Administrative Coordinator for Surgery, to the position of Associate Director of Vaccination (temporary position), effective February 25.
- Lucie Tremblay, Director of Nursing, as Interim Vaccination Director (temporary position), replacing Christine Touchette, since March 16.
- Christine Touchette, as Director of Frontline Integrated Services, effective March 25. Ms. Touchette has held the position on an interim basis since September 3, 2019.
- Luc Méthot, as Associate Director of the Support Program for the Autonomy of Seniors (SAPA), effective March 25. Mr. Méthot has held the position on an interim basis since September 16, 2019.

2021-2022 meetings of the Board of Directors

- Thursday, September 30, 2021
- Thursday, November 25, 2021
- Thursday, January 27, 2022
- Thursday, March 17, 2022
- Thursday, May 5, 2022
- Wednesday, June 15, 2022

Change to CIUSSS facility permits

The MSSS has implemented a process requiring facilities to update the information that appears on their permits every two years. These permits, which include the name and address of the facility, the number of beds and the type of activities performed, are required for facilities perform their activities. The following changes are being made to these permits:

- JGH: There have not been any long-term care beds since April 1, 2020. Three ministerial approvals were received to add acute-care beds: 25 in medicine, 20 in surgery and 10 in critical care.

- Mount Sinai Hospital: The total number of beds is unchanged; however, the types of beds have changed. Certain long-term care beds have been changed to acute beds.
- Lethbridge-Layton-Mackay Rehabilitation Centre: Changes have been made that are related to the names of certain facilities. The permits must indicate that the services intended for individuals with a visual impairment are now offered at the MAB site, rather than at the Mackay site.
- Maimonides Donald Berman Geriatric Centre: The day centre was closed several years ago.
- Miriam Home and Services and Donald Berman Jewish Eldercare Centre: No changes are required.

Three-year conservation plan for buildings and real estate

Georges Bendavid, Director of Technical Services, presented plans for building conservation and functionality projects, to be completed by site through 2024. Projects that are required for safety and security purposes are prioritized. Each year, the CIUSSS receives two envelopes from the MSSS for asset maintenance and functional renovation. Last year, the maintenance envelope was cut by 25%, leaving a budget of \$15 million to \$17 million per year for renovation and modernization projects. With construction costs skyrocketing, fewer projects can be realistically carried out. The second envelope (\$6 million to \$10 million) is for installation of medical equipment or the reorganization of care units.

Mr. Bendavid announced the imminent purchase of the former Montclair Residence building, adjacent to the Catherine Booth Hospital. The goal is to renovate and add 30 rehabilitation beds to the CIUSSS. A budget of \$21 million has been requested from the MSSS to bring the building up to standard and maintain it.

The MSSS cannot decrease the amounts indicated in the plans, except for an upward revision. However, there is a strong possibility that a readjustment will occur in the coming months, as the MSSS is still providing funding for health infrastructures.

The pandemic has forced the CIUSSS to rethink its ventilation and air-conditioning systems, electricity needs, cleaning and disinfection techniques. All of these costs were calculated as part of special budgets and do not appear on the plans presented.

2019-2022 Disability action plan

Gary Stoopler, Director of Rehabilitation and Multidisciplinary Services, explained that all CIUSSSs and CISSSs are legally required to prepare an action plan to remove barriers and improve accessibility for people with disabilities (buildings, services and programs, means of communication and employment opportunities).

In February 2019, the Board of Directors had adopted the CIUSSS's 2019-2022 action plan. It had been prepared by representatives from each CIUSSS directorate, a representative from the Users' Committee and a representative of DéPhy Montréal, a grouping of about 40 community organizations in Montreal that promote and defend the rights of people with disabilities. This group has been working on the implementation and follow-up of the action plan.

Geneviève Chabot, Associate Director of Rehabilitation and Multidisciplinary Services, presented the results of this plan as of December 31, 2020. The pandemic has brought new challenges that have had an impact on the work of this group. Some of the group's goals had to be deferred to make room for new priorities due to the pandemic.

Also presented were the group's achievements, new service offerings, and changes implemented to improve physical access to buildings and interior spaces and access to interpreters and various communication tools.

Accountability agreement

Due to the presence of the pandemic, a management agreement with the MSSS was not signed this year. Therefore, the targets for 2019-2020 were postponed to 2020-2021. The Period 11 results were presented in comparison with those from the same period last year. Certain results related to COVID-19 were also provided, including the number of vaccinations administered in the area, as of March 18, 2021.

Rebuilding trust in long-term care facilities

Barbra Gold, Director of the SAPA Program, explained that the long-term care facilities provided the ideal environment for the virus to spread. Seniors have a weaker immune system, and residents engage in numerous group activities. Even though red zones were established, it was difficult to move patients from one zone to another and to plan the work to be done by staff in various zones. Since the long-term care facilities are members of a CIUSSS, they benefited from the support of Nursing, Infection Prevention and Control teams, and Technical Services. This is different from what was experienced in private residences in Quebec and Ontario. Erin Cook, Associate Director of the SAPA Program, explained how the residences were required to shift from a *milieu de vie* environment to a *milieu de soins* environment. Families and caregivers were no longer authorized to enter residences, which resulted in a significant loss of support for residents. All of these factors had a serious impact on staff, practices and quality of care.

Numerous reports and recommendations on managing long-term facilities in a crisis have been published and are under review for implementation. The SAPA team is involved in several research initiatives, as well as various innovative projects to stay on top of new discoveries and technologies.

The Users' Committee conducted a survey among the residents of the Jewish Eldercare Centre and has identified specific areas that require improvement.

Considerable effort continues to be made to improve the employee retention rate.

The SAPA team is now focusing on rebuilding trust and finding a balance to revert to a *milieu de vie* environment. The team wants to be able to respond more quickly, in case another pandemic or crisis arises. Special attention will be paid to improving communication. The Long-Term Care team will also continue to work collaboratively with the users' committees and quality teams. The CIUSSS has benefited from the government's initiative to recruit 10,000 new orderlies. The CIUSSS's retention rate is the highest in the province. Approximately 300 orderlies were recruited over four months and many of these have now been hired on a permanent basis. To a greater degree, staffing problems are related to auxiliary nurses and registered nurses.

Protocol regarding the confinement of people in healthcare facilities

When data from 2020-2021 is compared with data from 2019-2020, a significant decrease can be seen in the number of preventive confinement cases. This is probably due to the fact that fewer people came to the Emergency Department. The increase in the number of requests for temporary confinement is a positive development, because a psychiatric evaluation can be conducted without the need to ensure that the patient has consented or is competent to consent. The purpose of the psychiatric assessment is institutionalization (i.e., keeping the patient in hospital against his or her will) when the patient is considered a danger to himself / herself or others. The increase demonstrates that relevant information is provided to patients to enable them to give informed consent or to refuse the psychiatric assessment.

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/.

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, May 6, 2021, at 7:30 a.m.
by videoconference**

For more information about the Board of Directors, please visit ciusswestcentral.ca/about-us/board-of-directors/