

MINUTES

Board of Directors

Thirteenth Regular Session of the Board of Directors

Wednesday, January 31, 2018, 9:00 am

Lakeshore General Hospital

- PRESENT:** Mr. Richard Legault, President
Mr. Benoit Morin, President and CEO, and Secretary
Ms. Micheline Béland
Dr. Samuel Benaroya
Ms. Isabelle Brault, Vice-President
Ms. Nada Dabbagh
Ms. France Desjardins
Ms. Marianne Ferraiuolo
Mr. Rafik Greiss
Dr. Nebojsa Kovacina
Ms. Judy Martin
Ms. Maya Nassar
Dr. Suj Sivaraman
Ms. Caroline Storr-Ordolis
Mr. Marcel Villeneuve
Mr. Gary Whittaker
- ABSENT:** Ms. Claudette Allard
Ms. Liette Lapointe
- GUESTS:** Ms. Brigitte Auger, Director of Intellectual Disability, Autism Spectrum Disorder and Physical Disability Programs
Mr. Yvan Carbonneau, Director of Information Resources and Biomedical Engineering
Ms. Daniela Candido, Director of Logistics
Ms. Sue Gallo, Director of Youth Protection
Mr. Jean-François Miron, Director of Human Resources, Communications and Legal Affairs
Ms. Najia Hachimi-Idrissi, Director of Mental Health and Addiction Program
Dr. Nadine Larente, Director of Professional Services
Nelea Lungu, Director—Executive Office and Continuous Improvement
Ms. Lynne McVey, Associate President and CEO
Ms. Geneviève Ménard, Director of Nursing
Ms. Lucie Ménard, Director of Financial Resources
Ms. Katherine Moxness, Director of the Youth Program
Mr. Patrick Murphy-Lavallée, Director of the Support for Elderly Autonomy Program Seniors
Mr. Martin Ouellet, Director of Technical Services
Ms. Renée Proulx, Delegated Directorship, Academic Affairs, Education and Research
Ms. Marie-Claire Richer, Associate Executive Director
Ms. Marie-Thérèse Rostaing, Senior Advisor to the Office of the President and CEO
Ms. Sarah-Beth Trudeau, Service Quality and Complaints Commissioner

1. Preliminary Matters

1.1. Opening of the Session and Determination of Quorum

The session is presided over by Mr. Richard Legault, who welcomes everyone to the eleventh Regular Session of the Montréal West Island IUHSSC Board of Directors. The session was opened at 9:04 am.

1.2. Renewal of the Secretary's term on the Board of Directors

RESOLUTION: CIUSSS-CA-2018-13-03

GIVEN that on December 16, 2015, the Board of Directors adopted Mr. Benoit Morin's nomination with Resolution No. CIUSSS-ODIM-144, for a period of two years, as stipulated by the internal bylaws of the Montréal West Island Integrated University Health and Social Services Centre;

GIVEN that, as required, the President & CEO is appointed *ex-officio* as secretary of the Board of Directors of the Montréal West Island Integrated University Health and Social Services Centre;

GIVEN the recommendation of Mr. Richard Legault, President of the Board of Directors to renew the mandate of Mr. Benoit Morin as secretary of the Board of Directors of the Montréal West Island Integrated University Health and Social Services Centre;

BE IT RESOLVED THAT the Board of Directors adopts the appointment of Mr. Benoit Morin as secretary of the Board of Directors of the Montréal West Island Integrated University Health and Social Services Centre, for a period of two years.

1.3. Adoption of the Agenda for the 13th Ordinary Session of the Board of Directors of January 31, 2018.

RESOLUTION: CIUSSS-CA-2018-13-04

BE IT RESOLVED THAT the Board of Directors unanimously adopts the agenda for the tenth regular meeting of the Board of Directors on January 31, 2018, as proposed.

1.4. President of the Board's Message

Mr. Richard Legault informs the members of the board about administrative news concerning the following:

- The Ministry has announced the release of \$1.5M for the feasibility project studying the modernization of care units at St. Mary's Hospital Center;
- Three axes for improving populational health at the Montréal West Island IUHSSC: youth, mental health, and eldercare;
- The implementation of planned visits for the Board of Directors to installations of the Montréal West Island IUHSSC.

1.5. Question Period

Several professionals, including nurses and employees of the Lakeshore General Hospital, had questions for the Board of Directors during question period. Speakers expressed their concern about difficult work situations, such as increases in the recurring mandatory overtime; staff shortages and inexperienced staff; a lack of time to care for patients and their families to support them; the length of time required to train new staff, which prolongs stressful situations for other staff members; premiums promised by the collective agreement not being paid; non-compliance with ratios; posted but unfilled positions; the safety of employees and patients is at risk.

The secretary of the Board of Directors is aware of the situation and assures the speakers that this challenge is not limited to the Montréal West Island IUHSSC, but is in fact a challenge throughout the province. This reflects the overall context of the employment situation in Québec, and is true in a number of fields.

The Board of Directors, together with the President and CEO, thanks the employees present for their exceptional work in difficult conditions, their dedication, their desire to maintain the quality of services, and to work well with our clients.

The Director of Human Resources, Communications and Legal Affairs expresses his support for the speakers. The department is working to fill all open positions through massive recruitment campaigns, including through job fairs. The department is working together with the FIQ and union representatives to find solutions to reduce mandatory overtime.

The Board of Directors will follow up on the situation. The Governance, Ethics, Human Resources and Administration Committee as well as the Public Advisory and Service Quality Committee are working to improve this difficult situation as quickly as possible and to provide employees with all the necessary support.

RESOLUTION: CIUSSS-CA-2018-13-15

GIVEN the recommendation from the President of the Board of Directors, to warmly thank the nurses present during the Board of Directors assembly of January 31, 2018, for their daily work with the clients of the Montreal West Island IUHSSC, and more specifically the Lakeshore General Hospital, on behalf of himself and the Board of Directors;

IT IS RESOLVED that the Board of Directors unanimously adopts mention of thanks.

1.6. Adoption of the Minutes

1.6.1. Adoption of the Agenda for the 10th Ordinary Session of the Board of Directors of November 29, 2017.

RESOLUTION: CIUSSS-CA-2018-13-02

BE IT RESOLVED THAT the Board of Directors unanimously adopts the agenda for the twelfth regular meeting of the Board of Directors on November 29, as proposed.

1.6.2. Adoption of the Minutes for the Special Session of the Board of Directors of January 24, 2018.

RESOLUTION: CIUSSS-CA-2018-13-01

BE IT RESOLVED THAT the Board of Directors unanimously adopts the agenda for the

extraordinary meeting of the Board of Directors on January 24, 2018, as proposed.

2. Strategic Affairs

2.1. Presentation: Update on the Evolution of the Montréal West Island IUHSSC

Mr. Benoit Morin informs the members of the Board of Directors about administrative news concerning the following Montréal West Island IUHSSC files:

Review of the last period

- Situation in the emergency rooms;
- Virulence of influenza;
- Effectiveness of measures put in place; stability in waiting times;
- Historic turnaround of 2017 being maintained;
- Decrease in overall ALOS;

Coming into force of Act 130

- The Act modifies the ARHSSS with regard to its partnership with medical personnel;
- A special committee has been created at the IUHSSC;
- Negotiations between the prime minister and the FMSQ
- Evolving Role of the Board of Directors

Some successes for our clientèle

- Improvement of network infrastructures;
- Modernization of care units;
- Customized Psychological Intervention Centre for Psychosis;
- First measurement of compliance rate for hand hygiene;

In the Media

- ASPIRE Residential Resource;
- CLSC Lac-St-Louis birthing centre;
- First baby of 2018 born at St. Mary's Hospital Center;
- A very special Christmas for the youth at Batshaw Youth and Family Centres;
- An Award of Excellence for the pharmacists of the Douglas Mental Health University Institute;
- The IUHSSC's presence on social media, including Facebook, LinkedIn, Twitter, and YouTube.

2.2 Renewal of the Midwives' Contracts

RESOLUTION: CIUSSS-CA-2018-13-05

GIVEN THAT, in accordance with article 259.2 of the Act Respecting Health Services and Social Services, the Board of Directors must approve, upon recommendation of the Council of Midwives, the midwives' service contracts with the Montréal West Island IUHSSC;

GIVEN the extract from the minutes of the meeting of the Council of Midwives of the Montréal West Island IUHSSC dated November 1, 2017;

BE IS RESOLVED THAT the Board of Directors accepts the service contracts, as annexed here:

Regular Part-Time

Catherine Mason
Fabienne Gagné
Jannick Audet
Jessyka Boulanger
Trista Leggett
Kaoutar Houmad

Occasional Part-Time

Jannick Audet
Karla Moran

Regular Full-Time

Rachida Amrane

AND

AUTHORIZED the President and CEO, Mr. Benoit Morin, to sign these contracts on behalf of the Montréal West Island IUHSSC.

3. Committee Reports

3.1. Governance, Ethics, Human Resources and Administration Committee

3.1.1. Report from the President on the advancement of the committee's works

As president of the committee, Mr. Marcel Villeneuve reports on the meetings held on November 30, 2017, and January 24, 2018.

- The presentation on the evolution of the organizational dashboard for the Board of Directors during this meeting;
- The resolutions proposed by the committee concerning the request for permission to create a PTSD clinic, the amendment to the policy on recruiting medical examiners, and modifications to the composition of the Evaluation Committee for Disciplinary Measures.
- During the extraordinary session of January 24, 2018, the committee recommended the nomination of the Associate Director for Residential Care

3.1.2. Minutes from the meetings of October 18 and 26, 2017.

Mr. Marcel Villeneuve gave a brief summary of the meetings.

3.1.3. Permit Request: Creation of a new installation—Longueuil Walk-In Mental Health Centre—PTSD Clinic

RESOLUTION: CIUSSS-CA-2018-13-06

Permit Request: Creation of a new installation—Longueuil Walk-In Mental Health Centre—PTSD Clinic

GIVEN the upcoming opening of the satellite clinic for post-traumatic stress disorders (PTSD);

GIVEN that this clinic will be attached to Ste. Anne's Hospital, an installation of the Montréal West Island IUHSSC;

GIVEN that the clinic, located at 1225 St. Charles St. W., Suite 170, Longueuil, is a new installation for the Montréal West Island IUHSSC;

GIVEN that this clinic will be entirely financed by Veterans Affairs Canada, as agreed upon at the time of the Ste. Anne's Hospital transfer;

GIVEN that the clinic is scheduled to open December 18, 2017;

GIVEN that the CIUSSS de la Montérégie-Centre has been advised of the upcoming opening;

GIVEN that the Montréal West Island IUHSSC is a public establishment constituted by the Act to modify the organization and governance of the health and social services network, in particular by abolishing the regional agencies (CQLR c O-7.2);

WHEREAS in accordance with Article 444 of Act Respecting Health Services and Social Services (RLRQ, Chapter S-4.2), the holder of a permit to operate an establishment must ensure its activities conform to those indicated on the permit;

WHEREAS the *ministre de la Santé et des Services sociaux* must authorize all changes to an operating permit accorded to an establishment;

BE IT RESOLVED

- **TO REQUEST** that the *ministre de la Santé et des Services sociaux* create a new installation, located at 1225 rue St-Charles Ouest, Suite 170, in Longueuil, with the vocation of "general and specialized hospital centre", a unit of measure of "outpatient consultations": Longueuil Walk-In Mental Health Centre
- **THAT** the Montréal West Island IUHSSC commits to displaying the obtained permit at all times in a location visible to the public;

TO AUTHORIZE Mr. Benoit Morin, President and CEO of the Montréal West Island University Integrated Health and Social Services Centre to sign all documents necessary to or supporting the full implementation of the present resolution.

3.1.4. Adoption of the Policy on the Recruitment of Medical Examiners

RESOLUTION: CIUSSS-CA-2018-13-07

WHEREAS, in accordance with article 42 of the Act Respecting Health Services and Social Services, the Board of Directors adopted the Policy on Recruitment of Medical Examiners on June 14, 2017;

WHEREAS the proposed amendment to the Policy on Recruitment of Medical Examiners removes the prerequisite that a medical examiner must practise their profession outside of the Montréal West Island IUHSSC;

GIVEN the possibility of delegating the file to the substitute medical examiner in the case of a conflict of interest or perceived conflict of interest;

GIVEN the recommendation of the members of the Vigilance and Quality Committee at the November 8, 2017, meeting;

WHEREAS the Council of Physicians, Dentists and Pharmacists was consulted about the document;

WHEREAS it was the recommendation of the members of the Governance, Ethics, Human Resources and Administration Committee at the November 30, 2016, meeting;

WHEREAS there is a need to recruit medical examiners:

IT IS RESOLVED that the Montréal West Island IUHSSC Board of Directors amend resolution CIUSSS-2017-CA-10-08 and the Policy on Recruitment of Medical Examiners, as proposed.

3.1.5. Amending the membership of the Evaluation Committee for Disciplinary Measures

RESOLUTION: CIUSSS-CA-2018-13-08

WHEREAS by virtue of the dispositions of the third paragraph of article 181 of the Act respecting health services and social services (RSQ c S-4.2) (the ARHSSS), the Board of Directors may delegate its powers to any board or committee, except those which only the Board of Directors is entitled to exercise under the bylaw;

WHEREAS the establishment's Governance, Ethics, Human Resources and Administration Committee recommends delegation of the disciplinary authority of the institution's Board of Directors with regard to physicians, dentists, and pharmacists, in accordance with the provisions of the ARHSSS, particularly sections 249, 250, and 251 of the Act;

WHEREAS, to this end, the Governance, Ethics, Human Resources and Administration Committee recommends establishing a 5-member disciplinary committee;

WHEREAS, pursuant to resolution No. CIUSSS-SECA-2017-10-05 dated October 26, 2017, the following persons have been appointed by the Board of Directors:

Members

- Ms. Isabelle Brault, President
- Ms. Micheline Béland
- Dr. Nebojsa Kovacina

GIVEN that the following people have shown interest in being members of such a committee:

- Mr. Richard Legault
- Dr. Samuel Benaroya

GIVEN that there is reason to cancel resolution CIUSSS-SECA-2017-10-05 of October 26, 2017, and replace it with a new resolution;

BE IT RESOLVED to:

- Rescind resolution CIUSSS-SECA-2017-10-05;
- Set at five (5) the number of members on the Evaluation Committee for Disciplinary Measures;
- Name to following five (5) individuals as members of this committee:
 - Ms. Isabelle Brault, President
 - Ms. Micheline Béland
 - Dr. Samuel Benaroya

- Dr. Nebojsa Kovacina
- Mr. Richard Legault

Fix their term of office for one year from the date of this resolution; however, despite the expiration of their term of office, these members shall remain in office until reappointed or replaced by the Board of Directors, or until the completion of their work with regard to any particular file already in progress.

3.1.6. Tabling the Organizational Dashboard

3.1.6.1. Process and Conceptual Framework

Mr. Villeneuve invites Nelea Lungu, Director—Executive Office and Continuous Improvement, to share with the Board of Directors updates concerning the organizational dashboard, including:

- The process and conceptual framework for its development;
- The evolution of the dashboard and its development with the Board of Directors;
- Continuous improvement makes it possible to measure an activity, evaluate performance, and structure logical indicators for its management;
- Next Steps: Ensuring members have access to information, defining a feedback mechanism, and determining the process for updating and using the dashboard.

3.2. Audit Committee

3.2.1. Report from the President on the advancement of the committee's works

As president of the committee, Mr. Rafik Greiss reports on the meeting held on January 22, 2018.

- Financial analysis 2016–2017—each year the MSSS does a financial analysis of the AS-471. Financial control and monitoring process, which consists of analyzing the content of the annual financial report to ensure conformity of the information and data it contains. Our establishment received excellent comments following its first review for the year 2016–2017;
- The *Verificateur général du Québec* has approved the audit plan for the financial year 2017–2018;
- Summary planning of the Montréal West Island IUHSSC audit for 2017–2018 presented to the members of the committee;
- Committee recommendation for the Real Estate, Equipment, Non-medical Equipment, and Furniture Functional Maintenance Plan;
- Presentation of the project adding 2 storeys to St. Mary's Hospital Center.

3.2.2. Meeting Minutes from December 7, 2017

Mr. Rafik Greiss gave a summary of the report tabled.

3.2.3. Presentation of the Financial Results for 2017–2018 (P9)

Mr. Rafik Greiss provided a summary of the financial results for 2017–2018.

3.2.4. Real Estate, Equipment, Non-medical Equipment, and Furniture Functional Maintenance Plan

RESOLUTION: CIUSSS-CA-2018-13-09

GIVEN the MSSS requirement to submit a triennial plan for the maintenance of real estate assets, including the elimination of the deficit in relation to the maintenance of real estate assets;

GIVEN the MSSS requirement to submit a triennial plan for minor functional renovations;

GIVEN MSSS requirement to submit a triennial plan for the maintenance of medical equipment holdings, including the elimination of the deficit in relation to the maintenance of medical equipment and a plan for the maintenance of non-medical equipment and furniture;

GIVEN the confirmation of budget envelopes in the amount of \$9,023,650 for the maintenance of real estate assets;

GIVEN the confirmation of budget envelopes in the amount of \$4,249,980 for eliminating the deficit with regard to the maintenance of real estate assets;

GIVEN the confirmation of budget envelopes in the amount of \$3,204,272 for the minor functional maintenance in installations other than residential and extended care centres (CHSLD);

GIVEN the confirmation of budget envelopes in the amount of \$840,400 for the minor functional maintenance in residential and extended care centres (CHSLD);

GIVEN the confirmation of budget envelopes in the amount of \$5,135,525 for the replacement of medical equipment assets;

GIVEN the confirmation of budget envelopes in the amount of \$2,644,765 for eliminating the deficit with regard to the maintenance of medical equipment assets;

GIVEN the confirmation of budget envelopes in the amount of \$1,833,315 for the replacement of non-medical equipment and furniture;

GIVEN THAT the respective envelopes may only be used for their designated purposes;

GIVEN THAT the Executive Committee approved the scenarios as prioritized, ensuring continuity with each establishment and meeting the needs of the directorates within the Montréal West Island Integrated University Health and Social Services Centre;

GIVEN THAT a 10% contingency on the total funding is allocated for the PCEM-ENMM and PCFI-RFM and a contingency of 5% on the total funding is allocated for PCEM-ENMM and PCFI-RFM to address emergencies and breakdowns in service or medical, non-medical and personal equipment that may affect or endanger the continuity of services provided to patients;

GIVEN THAT the file was recommended by the Audit Committee;

GIVEN THAT adoption of the plan by the Montreal West Island IUHSSC Board of Directors is an integral part of the annual budget plan submission;

IT IS RESOLVED THAT that the Board of Directors of the Montreal West Island IUHSSC adopt the maintenance and real estate maintenance plans, as well as the equipment and furniture plans for the years 2017–2018, 2018–2019 and 2019–2020.

3.3. Public Advisory and Service Quality Committee

3.3.1. Report from the President on the advancement of the committee's work

Ms. Judy Martin warmly thanks all the outgoing members for their dedication and excellent work, and welcomes the members joining the committee as resource people to support the Vigilance and Quality Committee in continuing their work going forward.

As president of the committee, Ms. Judy Martin reports on the meeting held on January 25, 2018, mentioning:

- Presentation of the youth action plan;
- Periodic data on service quality and complaints;
- Periodic data on quality, risk management, and user safety.

3.3.2. Meeting Minutes from November 8, 2017

Ms. Judy Martin summarized the report tabled.

3.3.3. Report on the application of the law concerning end-of-life care;

RESOLUTION: CIUSSS-CA-2018-13-10

WHEREAS the Board of Directors adopted, on February 3, 2016, a clinical protocol on medical aid in dying;

WHEREAS the President and CEO must report to the Board of Directors concerning the application of the law concerning end-of-life care;

WHEREAS it was the recommendation of the members of the Vigilance and Quality Committee at the January 25, 2018, meeting;

BE IT RESOLVED that the Board of Directors unanimously adopts the report on the application of the Act Respecting End-of-Life Care, in annex, and commits to publishing it on the institution's website and to the Commission on End-of-Life Care.

3.4. Directorate Management Committees of the Montréal West Island IUHSSC

3.4.1. Report from the President on the advancement of the committee's work

As president of the committee, Ms. Micheline Béland reports on:

- Visit to long-term residential care centres to participate in holiday meals;
- Participates in the focus groups at Ste. Anne's Hospital;
- Meeting organized by the RCPU (provincial association of users' committees) for the presidents of the Users' committees of Québec;
- Participates in the pilot committee on the menu offerings at the CHSLDs;
- Changes to the resource people who are members of the Users' Committee;

- Meeting with the users' Committee of the Batshaw Centres;
- Implementation of a floating team to make up for the shortage of nurses and orderlies;
- Establishment of a Users' Committee at Ste. Anne's Hospital, including both veterans and civilians.

4. Medical Affairs

4.1. Report from the Director of Professional Services

Mr. Richard Legault informs the members of the board about administrative news concerning the following:

- Negotiations restarted between the Premier of Québec and the FMSQ;
- New nominations have been suspended;
- Revision of all departmental bylaws to integrate them into the IUHSSC;
- Revision of the CPDP bylaws by the MSSS; the final version will be presented only once negotiations have been completed;
- Update forthcoming with the implementation of Bill 130.

4.2. Update to the list of authorized RAMQ signatories

RESOLUTION: CIUSSS-CA-2018-13-11

GIVEN THAT that billing requests from physicians made to the RAMQ must be authorized by a person duly mandated by the Montréal West Island IUHSSC;

GIVEN THAT it is the responsibility of the signatory of the payment authorizations to verify and validate the billing information;

IT IS RESOLVED the Board of Directors adopts the addition of the following doctors to the list of signatories authorized to attest on behalf of the Montréal West Island IUHSSC to the accuracy of the payment requests submitted to the RAMQ for services rendered by doctors:

- Dr. Khldoun Bakdounes, Division Chief—Pathology
- The Lakeshore General Hospital, St. Mary's Hospital Center

4.3. Staffing of Physicians, Dentists, and Pharmacists

WHEREAS the Executive Committee of CPDP of the Montréal West Island IUHSSC, at its meetings of October 12, 2017; December 14, 2017; and January 11, 2018, recommended the following:

Sabbaticals & Resignations

Last Name	Specialty	STATUS	PRIMARY INSTALLATION
Dr. Roger Le Bel	ENT	Active	Lakeshore General Hospital
Dr. Jennifer Moscovitz	Family Emergency Medicine—	Active	St. Mary's Hospital Center

Dr. Magdy Wassef	Family Medicine	Advisory	Lakeshore General Hospital
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After discussion, the resolutions numbered CIUSSS-CA-2018-13-12 through 14 are adopted unanimously on a motion duly supported. They are available in annex and are considered a component of this document.

5. Tabling of Documents

- 5.1. Letter from a client dated November 24, 2017;
- 5.2. Letter of thanks to Alain Berinstain;
- 5.3. Letter—invitation from the *ministre de la Santé et des Services sociaux*;
- 5.4. Save the date: Activity for Black History Month

6. Adjournment

There being no other business, the meeting adjourned at 11:49.

Richard Legault, President

Benoit Morin, Secretary