

## **Board of Directors**

### **Fifteenth Regular Session of the Board of Directors**

**Wednesday, May 9, 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 (telephone)  
Ms. Liette Lapointe  
Ms. Judy Martin  
Ms. Maya Nassar  
Ms. Caroline Storr-Ordolis  
Mr. Gary Whittaker
- ABSENT:** Dr. Suj Sivaraman  
Mr. Marcel Villeneuve
- GUESTS:** Ms. Brigitte Auger, Director of Intellectual Disability, Autism Spectrum Disorder and Physical Disability Programs  
Intellectual Disability, Autism Spectrum Disorder and Physical Disability Programs  
Mr. Yvan Carbonneau, Director of Information Resources and Biomedical Engineering  
Ms. Sue Gallo, Director of Youth Protection  
Ms. Beverley-Tracey John, Interim Director of Nursing  
Dr. Nadine Larente, Director of Professional Services  
Nelea Lungu, Director—Executive Office and Continuous Improvement  
Ms. Lynne McVey, Associate President and CEO  
Ms. Lucie Ménard, Director of Financial Resources  
Mr. Jean-Francois Miron, Director of Human Resources, Communications and Legal Affairs  
Ms. Katherine Moxness, Director of the Youth Program  
Mr. Martin Ouellet, Director of Technical Services  
Ms. Sophie Ouellet, Director of Multidisciplinary Services  
Ms. Renée Proulx, Delegated Directorship, Academic Affairs, Education and Research  
Ms. Marie-Claire Richer, Associate Executive Director  
Ms. Line Robillard, Interim Service Quality and Complaints Commissioner;  
Ms. Marie-Thérèse Rostaing, Senior Advisor to the Office of the President and CEO  
Ms. Dalia Toledano, Delegated Directorate for Access, Populational Responsibility, and

## 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 fifteenth Regular Session of the Montréal West Island IUHSSC Board of Directors. The session was opened at 09:04.

### 1.2. Adoption of the Agenda for the Extraordinary Session of the Board of Directors of May 9, 2018.

#### **RESOLUTION: CIUSSS-CA-2018-15-01**

BE IT RESOLVED THAT the Board of Directors unanimously adopts the agenda for the fifteenth regular meeting of the Board of Directors on May 9, 2018, as proposed.

### 1.3. President of the Board's Message

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

- Ministerial Announcements
  - Provincial committee on the provision of health and social services in English;
  - The upgrade of the Lakeshore General Hospital Emergency Room;
- The unveiling of the commemorative plaque honouring Mr. Manny Batshaw;
- The various activities of the Foundations of the Montréal West Island IUHSSC;
  - Gastronomy Event to benefit the Lakeshore General Hospital Foundation;
  - The Lakeshore General Hospital Foundation's annual general assembly of volunteers;
  - Hôpital de LaSalle Foundation's Black Tie Event.

### 1.4. Question Period

The President of the Board of Directors opens the question period. The President invited Mr. George Bourrelle, mayor of Beaconsfield and Mr. Al Gardner, chairman of the Urban Planning Advisory Committee to put their questions to the Board of Directors.

At the Board of Directors meeting in the fall of 2017, it was mentioned that the IUHSSC was planning to open the Beaconsfield campus in the fall of 2018.

The secretary informs the public that the objective concerning the construction of buildings in order to move young people to the site as soon as possible remains unchanged. We are very optimistic that we will receive confirmation from the MSSS of their investment to complete it, and we will explore all possibilities to ensure that clinical activities are located on the site.

The original plans had a total of 5 buildings: 4 residential and one administrative building. At the meeting in the fall of 2017, you indicated that the two residential units were still part of the plan, but that the administration building would not likely be built.

The Beaconsfield Campus Project is on the ministry's agenda. With the merger of 8 establishments, it is important that we revise the needs at this campus and arrive at a shared vision. Given the number of installations available to us at the Montréal West Island IUHSSC, we are reviewing the

administrative needs.

Does it remain the intention of the Montréal West Island IUHSSC to respect the commitments made by the Batshaw Centres' previous administration to the citizens of Beaconsfield in 2013?

The commitments made by the Batshaw Centres' previous administration in 2013 remain relevant. The Citizens' Committee had concerns and these commitments remain important for us.

Ms. Arlene Chambers, executive representative of the APTS: Questions the Board of Directors about the parking management and pricing policy for employees of the WMRC facility at 8000 Notre-Dame Street. Those employees who need their personal automobile within the context of their jobs are requesting that the Montréal West Island IUHSSC reimburse certain parking fees they consider inappropriate. A petition to this effect has been submitted to the Board of Directors.

The President and CEO explained that Montréal West Island IUHSSC is in the process of harmonizing parking costs and that the terms and conditions will be discussed with all stakeholders.

Mr. Jeremy Paul, social worker: Presents the Board of Directors with a personal situation that is causing him difficulties with his professional order. The position of the Montréal West Island IUHSSC is that the organization is not responsible for intervening in situations related to professional orders. Each member is responsible for having their own professional insurance.

Johanne Riendeau, local president, FIQ: Questions the Board of Directors on concrete, self-sufficient solutions for activity centres that would lead to a stabilization of positions.

The President and CEO indicated that he is satisfied with the very positive relationship between the FIQ and the Montréal West Island IUHSSC and its pride in receiving the first ratio from the Ministry. The IUHSSC remains open to improving working conditions for all stakeholders. The principal vector is that of the nurses and IUHSSC is very proud of the contributions they make to our institution. Ms. Maya Nassar wishes to congratulate these workers on the quality of their work; the Board of Directors, in close collaboration with Montréal West Island IUHSSC's senior management, is working hard to ensure that we are a centre of excellence. Ms. Judy Martin, president of the Public Advisory and Service Quality Committee, wishes to add that the committee remains vigilant with regard to all situations concerning employees and patients. Mr. Richard Legault, President of the Board of Directors, wishes to reiterate that the Montréal West Island IUHSSC's Board of Directors is concerned with the well-being of all the employees of the Montréal West Island IUHSSC.

Ms. Elizabeth Rich, auxiliary nurse, union vice-president, FIQ: questions the Board of Directors with regard to the addition of resources at Denis-Benjamin Viger (DBV). The arbitrator's verdict has created a precedent, not only for DBV but for all establishments, and imposes a higher ratio at DBV, where the challenge is one of recruitment.

Ms. Micheline Béland, president of the CUCI, reassures Ms. Richard that the CUCI is aware of the situation at BDV and that the committee is doing everything possible to help them. Ms. Judy Martin, president of the Public Advisory and Service Quality Committee, wishes to add that the committee is also aware of the situation and monitoring it closely.

Ms. Francine Sigouin, labour relations, FIQ: questions the Board of Directors on the lack of stability across teams, overtime, non-payment and/or errors in employee pay.

The President and CEO indicated that he is satisfied with the very positive relationship between the FIQ and the Montréal West Island IUHSSC. These are shared challenges, because in terms of

hiring, certain positions are more difficult than others to recruit for than others. It is certain that when all positions are filled, it helps to maintain the stability of the existing teams. With regard to the transition from eight payroll systems to one, it has been a success and the few issues that arose will be resolved shortly.

## **1.5. Adoption of the Minutes**

### **1.5.1. Adoption of the Agenda for the 14th Ordinary Session of the Board of Directors of March 21, 2018.**

#### **RESOLUTION: CIUSSS-CA-2018-15-02**

BE IT RESOLVED THAT the Board of Directors unanimously adopts the agenda for the fourteenth regular meeting of the Board of Directors on March 21, 2018, as proposed.

## **2. Strategic Affairs**

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

Mr. Benoit Morin presented a 3-year review of the Montréal West Island IUHSSC, highlighting its most important advances, including:

- Year 1: Take-off!
  - Structural integration
  - Laying the foundation
  - Creating a culture of partnership
  - Integration of care and services
  - Focus on performance
- Year 2: Consolidating Client Services at the IUHSSC
  - Integration of Ste. Anne's Hospital
  - Optilab: Creation of the MUHC cluster
  - Mother-Child trajectory
  - Mental health continuum
- Year 3: Affirming our Leadership:
  - Project aimed at measuring user satisfaction
  - Establishment of a Centre of Excellence in Citizen Partnerships
  - Menus for seniors completely revamped
  - New radiology room at the Lakeshore General Hospital
  - Nurse Prescription—the evolution of nursing practice
  - A historic turnaround in the emergency rooms
  - ASPIRE residential resource

Following the presentation of Mr. Benoit Morin, President and Chief Executive Officer, it was proposed, unanimously seconded, and resolved to adopt a congratulatory motion to Mr. Benoit Morin for all the work done within 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**

In lieu of committee president Mr. Marcel Villeneuve, Ms. Isabelle Brault reports on the special meeting held on April 5, 2018, concerning management's Lac-à-l'épaulé and the work accomplished with regards to drafting the committee's mandate, which will be presented to the Board of Directors a later date. Furthermore, Ms. Brault reported on the regular meeting of April 12, 2018, which focused on the accreditation process with Accreditation Canada scheduled for the fall of 2018, as well as upcoming milestones and preparations. Ms. Brault invited the members to look at the dashboard available on *Plan de vol* and to transmit any questions to Ms. Marie-Thérèse Rostaing, who will ensure the necessary follow-up.

#### **3.1.2. Meeting minutes of February 1, 2018**

Ms. Isabelle Brault gave a brief summary of the meetings.

#### **3.1.3. Appointment of the Associate Director for Quality, Risk Management, and Ethics**

##### **RESOLUTION: CIUSSS-CA-2018-15-03**

**GIVEN THAT** the posting and hiring processes were done in accordance with ministerial orientations and that the successful candidate meets the profile sought in relation to future challenges within our institution;

**GIVEN THAT** the position of Associate Director for Quality, Risk Management, and Ethics for Montréal West Island IUHSSC is currently filled on an interim basis;

**GIVEN THAT** there is a need to appoint a full-time Associate Director for Quality, Risk Management, and Ethics;

**GIVEN THAT** a selection committee was struck, the selection process was carried out, and one candidate was selected by the committee;

**GIVEN THAT** Ms. Sarah-Beth Trudeau has completed the Montréal West Island IUHSSC process and that has been selected to fill the mandate of Associate Director for Quality, Risk Management, and Ethics for the organization;

**BE IT RESOLVED** that the Board of Directors adopts the nomination of Ms. Sarah-Beth Trudeau as Associate Director for Quality, Risk Management, and Ethics for the Montréal West Island IUHSSC, effective April 19, 2018. Subject to the approval of the *ministère de la Santé et des Services sociaux*.

#### **3.1.4. Mandate of the Governance, Ethics, Human Resources and Administration Committee**

##### **RESOLUTION: CIUSSS-CA-2018-15-04**

**GIVEN** that the Board of Directors agreed at the Lac-à-l'épaulé of June 16 and 17, 2017 that the human resources aspect be integrated into the mandate of the Governance, Ethics, Human Resources and Administration Committee of the Montréal West Island IUHSSC;

**GIVEN** that the project to define the mandate of the committee was approved by the members during

the meeting of April 5, 2018;

**GIVEN** the recommendation from the chair of the Governance, Ethics, Human Resources and Administration Committee, Mr. Marcel Villeneuve, to adopt the project mandate as set out in the attached document;

**BE IT RESOLVED** that the Board of Directors adopts the mandate of the Governance, Ethics, Human Resources and Administration Committee as deposited (attached).

### **3.1.5. Regulations concerning the Implementation of an Evaluation Committee for Disciplinary Measures**

#### **RESOLUTION: CIUSSS-CA-2018-15-05**

**GIVEN THAT** the Board of Directors of the Montréal West Island Integrated University Health and Social Services Centre must exercise the competence assigned to it in disciplinary matters under sections 249, 250, and 251 of the Act respecting health services and social services (RSQ c S-4.2) (hereinafter the “LSSS”);

**GIVEN** that, with the adoption of resolution no. CIUSSS-SECA-2017-10-04, the Board of Directors created the Evaluation Committee for Disciplinary Measures to exercise its disciplinary jurisdiction within the Montréal West Island IUHSSC, as per sections 249, 250, and 251 of the ARHSSS;

**GIVEN** that, with the adoption of resolution CIUSSS-SECA-2017-10-05, the Board of Directors established the membership of the Montréal West Island IUHSSC’s Evaluation Committee for Disciplinary Measures;

**GIVEN** that the regulations on the establishment of an Evaluation Committee for Disciplinary Measures must be adopted by the establishment’s Board of Directors, as it concerns the establishment of a committee with delegated powers, pursuant to the 3rd paragraph of art. 181 of the Act Respecting Health Services and Social Services (RSQ c S-4.2);

**GIVEN** the draft regulations on the establishment of the Evaluation Committee for Disciplinary Measures were approved by the members of the Governance, Ethics, Human Resources and Administration Committee at the meeting held on April 12, 2018;

**GIVEN** the recommendation of the Governance, Ethics, Human Resources and Administration Committee to adopt the regulations respecting the establishment of the Disciplinary Evaluation Committee, as attached;

**IT IS RESOLVED** that the Board of Directors adopts the regulations concerning the Implementation of an Evaluation Committee for Disciplinary Measures

### **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 May 7, 2018,

concerning Budget RR-446 2018-2019.

### **3.2.2. Meeting Minutes from February 26, 2018**

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

### **3.2.3. Presentation of the financial results for the 2017–2018 fiscal year (at the end of Period 12, ending March 3, 2018);**

Mr. Greiss presented the financial results for the 2017–2018 fiscal year (at the end of Period 12, ending March 3, 2018).

As supported by the documentation presented, the forecasts for 2017–2018 indicate that the Montréal West Island IUHSSC's budget is balanced.

With respect to salary insurance, Mr. Greiss informed members that salary insurance is on the rise across the province's IHSSCs and IUHSSCs and that we are below the provincial average.

### **3.2.4. Budget RR-446 — 2018–2019**

#### **RESOLUTION: CIUSSS-CA-2018-15-06**

**GIVEN THAT** the Montréal West Island University Integrated Health and Social Services Centre (IUHSSC) is a public institution constituted under the Act to modify the organization and governance of the health and social services network, in particular by abolishing the regional agencies (Chapter O-7.2) [hereafter, "the Act"];

**GIVEN** that section 7 of the Act to provide for Balanced budgets in the public health and social services network (CQLR c E-12.0001) states that the Boards of Directors of public establishments must adopt an operating budget within three weeks after receiving the initial budget from the Ministry of Health and Social Services (MSSS);

**GIVEN** that on April 13, 2018, the MSSS informed our establishment of the initial operating budget allocated to it for the 2018–2019 fiscal year;

**GIVEN** the legal requirements imposed upon the establishment by the Act to provide for balanced budgets in the public health and social services network (CQLR c E-12.0001);

**GIVEN** that according to the Financial Management Manual published by the MSSS, the definition of a balanced budget takes into account all the funds, that is, the operating fund and the capital fund;

**GIVEN** that section 284 of Act respecting health services and social services (CQLR c S-4.2) requires the President and CEO to submit to the establishment's Board of Directors a balanced operating budget estimate;

**GIVEN** that the file was recommended by the Audit Committee;

**IT IS RESOLVED** that the Board of Directors adopts the 2018–2019 budget for the Montréal West Island IUHSSC as presented, with a balanced income and expenditure budget of \$931.3 million, and authorizing the president of the Board of Directors and the President and CEO to sign all documents relative to the execution of said.

### **3.3. University Affairs Committee**

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

As president of the committee, Dr. Samuel Benaroya reports on:

- The committee's next meeting is scheduled for May 16;
- The AATRD is studying the issues relative surrounding research infrastructure within the Montréal West Island IUHSSC;
- The appointment processes for the Douglas Mental Health Institute REB and the St Mary's Hospital REB are in progress;
- An action plan concerning residents' working conditions has been drawn up and an agreement has been reached with the MSSS on this issue.

### **3.3.2. Meeting minutes from December 6, 2017**

Dr. Samuel Benaroya gave a brief summary of the report tabled.

### **3.3.3. Nominations to the Research Ethics Committee of the Douglas Mental Health University Institute;**

#### **RESOLUTION: CIUSSS-CA-2018-15-07**

**GIVEN** that in accordance with the *ministre de la Santé et des Services sociaux* circular concerning the conditions of practice for Research Ethics Committees under Section 21 of the Civil Code, the Board of Directors has the responsibility for appointing or removing members of Research Ethics Committees;

**GIVEN** the recommendation of the Research Ethics Committee of the Douglas Mental Health University Institute;

**IT IS RESOLVED THAT** the Board of Directors adopts the following appointment to Douglas Mental Health Institute's REC:

- **FLEURY**, Marie-Jos/e, PhD, as a regular member with relevant expertise in research methodology, fields of study, and disciplines that are under the authority of the REB, for a renewable three (3) year term.

## **3.4. Public Advisory and Service Quality Committee**

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

Ms. Judy Martin warmly thanks all the members for their dedication and excellent work, and welcomes Ms. Line Robillard to the committee as interim Service Quality and Complaints Commissioner.

Ms. Martin wishes to thank all the members of the Montréal West Island IUHSSC Board of Directors, particularly Mr. Legault, Ms. Brault, and Ms. Béland, and to bring to the attention of the Minister that

he is fortunate to have such dedicated volunteers.

Ms. Martin reported on the meeting of April 20, 2018, at which Dr. Nadine Larente, Director of Professional Services, and Mr. Bernard Cyr, gave a presentation on the quality care provided by our IUHSSC. Also present were Ms. Katherine Moxness, Youth Program Director, Ms. Assunta Gallo, Youth Protection Director, and Mrs. Beverley Robinson, Associate Director—Youth Services and Client Trajectories, to discuss youth programs, the residential program, and the quality of services.

#### **3.4.2. Meeting Minutes from January 25, 2018**

Ms. Judy Martin gave a summary of the report tabled.

#### **3.4.3. Report on the application of the law concerning end-of-life care**

##### **RESOLUTION: CIUSSS-CA-2018-15-08**

**GIVEN** that the Act respecting end-of-life care (the Act) sets out a global and complete vision of palliative and end-of-life care and ensures that people at the end of their lives have access to quality care and support that are tailored to their particular situation, particularly with regard to preventing and alleviating their pain and suffering;

**GIVEN** that the Act requires the Montréal West Island IUHSSC to adopt a policy based on the ministerial guidelines on end-of-life care;

**GIVEN** that the Montréal West Island IUHSSC's end-of-life care policy covers all facets of the Act, including medical assistance in dying, continuous palliative sedation, and advance medical directives;

**GIVEN** that the Montréal West Island IUHSSC respects the values and guiding principles of the policy concerning end-of-life care, as defined by the Act;

**WHEREAS** it was the recommendation of the members of the Vigilance and Quality Committee at the April 20, 2018, meeting;

**BE IT RESOLVED** that the Board of Directors unanimously adopts the policy on application of the Act Respecting End-of-Life Care (see appendix), and commits to publishing it both on the institution's website and to the Commission on End-of-Life Care.

#### **3.5. Committee on Populational Responsibility and Partnerships**

##### **3.5.1. Report from the President on the advancement of the committee's work**

As president of the committee, Ms. France Desjardins reports on the meeting held on April 4, 2018, concerning:

- An update on the Centre of Excellence in Citizen Partnerships;
- Follow-up on the organizational project working on access mechanisms
- An overview and perspectives concerning the Montréal West Island IUHSSC's territory

### **3.5.2. Meeting Minutes from October 25, 2017**

Ms. France Desjardins gave a brief summary of the report tabled.

## **3.6. Directorate Management Committees of the Montréal West Island IUHSSC**

### **3.6.1. Report from the President on the advancement of the committee's work**

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

- Presentation of control measures by Dr. Willine Rozefort;
- Survey done at 4 CLSCs;
- Ministerial visit on March 27–28, 2018 to the Residential Unit at Hôpital de LaSalle;
- Recruiting members for the users' committees;
- A *discussion group* concerning the menu offerings.

## **4. Medical Affairs**

### **4.1. Report from the Director of Professional Services**

Dr. Nadine Larente informs the members of the board about administrative news concerning the following:

- Dr. Larente wishes to thank the staff of CMARS, a Toronto-based company, for the configuration of a bulk messaging software for messaging physicians;
- Data entry and verification continue with the medical chiefs who are supporting us in this process;
- Presentation of the resolutions for the renewal of specialist physicians within our IUHSSC.
- For family physicians, the process takes place once an agreement with the FMOQ is in place;
- We ask that the Board of Directors adopt all resolutions in blocks so that we can meet the Ministry's request concerning the maintenance and standardization of physician privileges by May 10, 2018, as stipulated by Bill 130;
  
- The members of the Board of Directors ask the DPS to prepare a presentation on the new role of the Board of Directors in this matter;
- The regulations for the use of resources must be adopted by the Board of Directors at a later date;
- All departmental bylaws are under revision so as to standardize their fundamental elements and deploy them across the IUHSSC;

Mr. Richard Legault, President of the Board of Directors, wishes to congratulate Dr. Larente and her entire team for the tremendous work, which was delivered on deadline.

## **5. Tabling of Documents**

- 1.1. Letter of thanks to Elections President, Ms. Geneviève Ménard
- 1.2. Letter of thanks and Designation Certificate from the CPDP
- 1.3. Letter of thanks and Designation Certificate from the CN
- 1.4. Letter of thanks and Designation Certificate from the CN
- 1.5. Letter of thanks and Designation Certificate from the CN
- 1.6. Letter of thanks and Designation Certificate from the CN
- 1.7. Letter of thanks and Designation Certificate from the RDGM
- 1.8. Letter of invitation from the *ministre de la Santé et des Services sociaux*, Dr. Barette
- 1.9. Media wrap-up 2018-2019
- 1.10. DBV Long-term Care Centre—summary document (FR)
- 1.11. DBV Long-term Care Centre—summary document (EN)

## **6. Closed Proceedings**

### **6.1. Committee to follow up on the development of the President and CEO**

- 6.1.1. **Renewal of the mandate associated with the role of the Associate President and CEO of the Montréal West Island Integrated University Health and Social Services Centre (IUHSSC).**

## **7. Adjournment**

There being no other business, the meeting adjourned at 12:19.

---

Richard Legault, President

---

Benoit Morin, Secretary