



# **Public Meeting McGill University Health Centre Board of Directors**

# **December 9, 2019**

**16:30 - 18:00**



# Peter Kruyt

## Chairman - MUHC Board of Directors

- 1. Call to Order**
- 2. Quorum**
- 3. Approval of the Agenda**
- 4. Chairman's Remarks**
- 5. Approval of the previous meeting minutes**
- 6. Business arising from previous minutes**
- 7. Approval of the Consent Items Resolutions**
- 8. Report of the President and Executive Director**
- 9. Varia**
- 10. Question Period**



# Peter Kruyt

Chairman - MUHC Board of Directors

## 4. Chairman's Remarks



# Peter Kruyt

Chairman - MUHC Board of Directors

5. **Approval of the previous meeting minutes  
(September 23, 2019)**
6. **Business arising from previous minutes**
7. **Approval of the Consent Items Resolutions**



# Dr. Pierre Gfeller

President and Executive Director

## **8. Report of the President and Executive Director**

### **8.1 Update by the President Executive Director on Current Matters**



# Report of the President and Executive Director

## Update on the Emergency Rooms

- ✓ Maintaining pressure at the Ministry level
  - Impact of NSA patients and the overcrowding of our emergency rooms by general cases
  - Possibility of designating certain hospitals or excluding university hospitals to accommodate elderly people who are losing their autonomy or who have general conditions (Article in La Presse on December 3<sup>rd</sup>)
  - Review of the level of alternative resources in Montreal's west end compared to the east end
- ✓ Contingency plan
  - Opening of a temporary overflow unit on the 14th floor of the Montreal General Hospital



# Rapport du président-directeur général

## À souligner

- ✓ Prix d'innovation au Gala célébration de l'excellence 2019
  - Remis à l'équipe de services techniques pour avoir créé l'hiver dernier une unité temporaire pour les sans-abri au site de l'ancien Hôpital Royal Victoria (1<sup>er</sup> novembre)
  
- ✓ Unité de physique médicale
  - 40<sup>e</sup> anniversaire du département (7 novembre)
  
- ✓ Gala des prix des TI en Santé et Services Sociaux
  - OPAL (8 novembre)



# Rapport du président-directeur général

## À souligner

- ✓ Reportage sur l'application OPAL
  - CTV News (24 novembre)
  - Le Devoir – Cahier spécial de l'intelligence artificielle (30 novembre)
  
- ✓ Conférence de presse - premier hôpital au Québec à recevoir une deuxième certification LEED Or
  - 3 décembre 2019
  
- ✓ Conférence de presse – Remise du Grand prix 2019 de Transplant Québec à Wendy Sherry, infirmière-ressource en don d'organes et de tissus
  - 12 décembre 2019





# Report of the President and Executive Director

## Osteointegration

- ✓ Innovative clinical program for amputees
  - A first patient has benefited from osteointegration
  - Discussion with Ontario province regarding an offer of service for osteointegration



# Rapport du président-directeur général

## Les nominations récentes

- Chef de département, Médecine et directeur médicale, Mission de médecine
  - ❖ *Dr Marc Rodger*
  
- Directeur, Qualité, évaluation, performance et éthique
  - ❖ *Keith Woolrich*
  
- Directeur adjoint, Planification et gestion de projets
  - ❖ *Simon Boisjoly*



# Rapport du président-directeur général

## Les nominations à venir sous peu :

- Chef de département, Radiologie diagnostique
- Chef de département, Chirurgie et directeur médical, Mission de chirurgie
- Directeur exécutif et scientifique en chef de l'Institut de recherche du CUSM



# OVERVIEW OF MUHC FINANCIAL SITUATION

- The MUHC, like all other establishments in the province, is facing significant budgetary pressure this year
- Our operating challenges are echoed by others, specifically with respect to:
  - Pressure in the emergency rooms, and lack of beds for inpatients
  - Increasing costs and volumes of medication for oncology and other needs
  - Optilab project
  - Optimization targets set by MSSS for « *Santé Physique* »
- We are actively working with the MSSS in order for them to recognize our patient population's needs and provide us with appropriate funding



**8.2 *Presentation: Building the future of excellence in academic child care (2019-2020 strategic priorities)***  
**- Dr. Barnes**

Hôpital de Montréal  
pour enfants  
Centre universitaire  
de santé McGill



Montreal Children's  
Hospital  
McGill University  
Health Centre

2019-2020 & beyond

# Building the future of excellence in academic child care

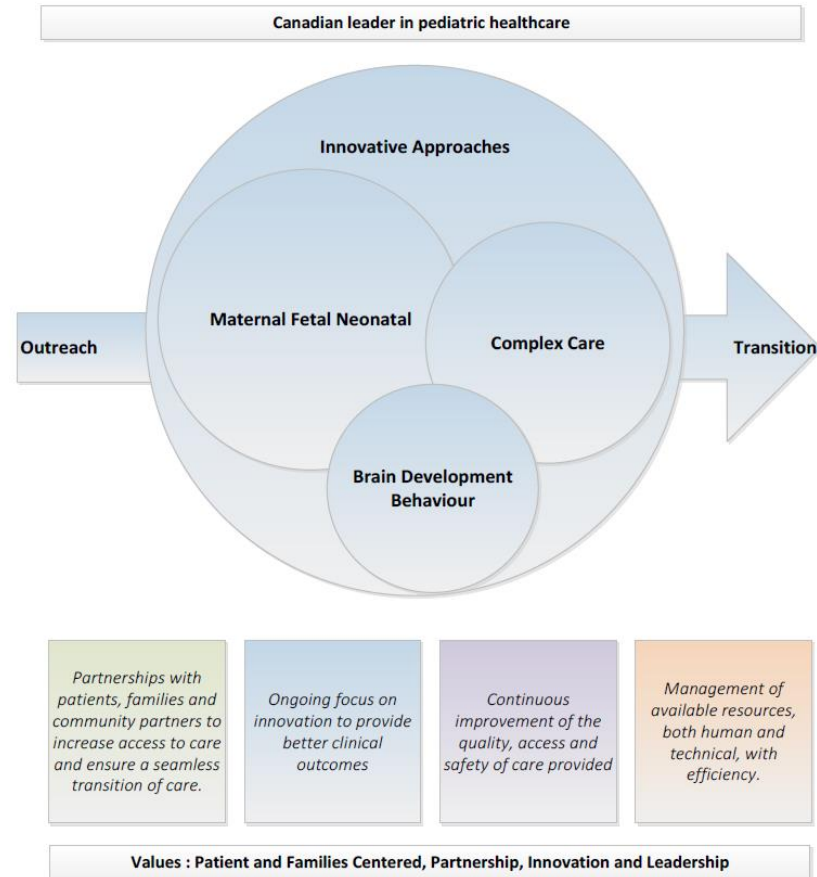
## 2019-2020 Strategic Priorities

CSCA and MCH presentation to the MUHC board of directors

# MCH Strategic Pillars and Objectives

The Montreal Children's Hospital has implemented recurring strategic planning processes, with the goal of:

- Defining its vision for the future
- Ensuring consistent alignment of priorities with the MSSS and MUHC
- Measuring progress toward organizational goals

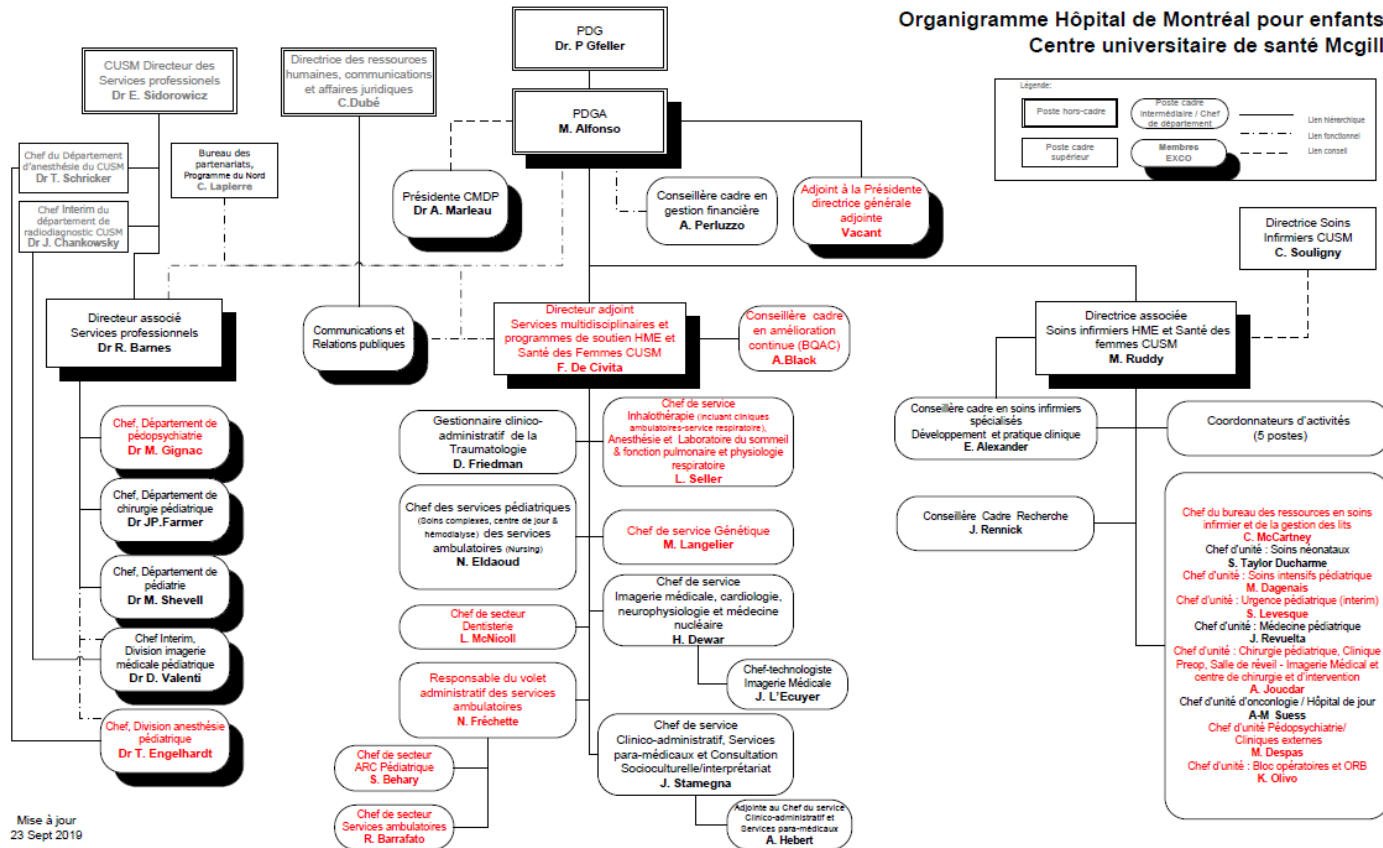


# 2018-2019 Objectives and Scorecard

Pillars	Objectives	Status
Partnerships	Increase patient participation in bedside decision-making to 70%	62% +0%
	Consolidate the Maternal Fetal Neonatal (MFN) Continuum of Care	
	Consolidate Complex Care Continuum of Care	
Innovation	Improve access to data by implementing an MCH Informational Portal	
	Support MCH Foundation in planning capital campaign for securing funds for innovative practices	
Quality	Decrease ED waiting time for admitted patients by 10%	-4%
	Decrease to zero the number of patients waiting for more than 9 months for surgery	132 -18%
	Improve access to Medical Imaging by increasing the percentage of patients waiting for less than 3 months to 90%	CT : 90% MRI: 70%
Ressources	Stabilize the MCH's managerial structure	
	Stabilize the Nursing and Medical workforces (Anasthesia)	
	Ensure budget equilibrium	on budget



# New Organigram: Stabilizing the MCH's managerial structure



# MCH Strategic Pillars and Objectives

## PARTNERSHIPS

*Build partnerships with patients, families and community partners to improve the seamless coordination of care.*

- MATERNAL, FETAL, NEONATAL
- BRAIN, DEVELOPMENT and BEHAVIOUR
- COMPLEX CARE
- TRANSITION

## INNOVATION

*Focus on innovation, research and teaching to provide better clinical outcomes.*

- IMPLEMENT NEW INNOVATIVE PRACTICES
- BOLSTER IS SYSTEMS

## QUALITY

*Continuously improve the quality, safety and pertinence of care.*

- QUALITY AND SAFETY STRUCTURE

## RESOURCES

*Build and sustain human resources and adopt a management style conducive to cost effectiveness.*

- BUDGET PRESSURES
- WORK CLIMATE & RESOURCES

# Pillars and Objectives

## **PARTNERSHIPS**

*Build partnerships with patients, families, community partners and within the MUHC to improve the seamless coordination of care and be a leading resource for the community*



## ***Maternal Fetal Neonatal***

To consolidate the services of the MFN continuum and offer better coordination of care



## ***Transition of Care***

Create a program that systematically prepares youth and their families for the transition to adult care

# Pillars and Objectives

## QUALITY

*Continuously improve the quality, safety and pertinence of care*



# ***Quality and Safety***

Expand on the quality improvement program (BQAC) by creating a robust quality and safety structure that allows for a coordinated approach to reducing preventable harm

# Pillars and Objectives

## **INNOVATION**

*Focus on innovation, research and teaching to provide better clinical outcomes*

**Identify, support and implement innovative practices and programs to offer the most cutting-edge and humanistic care.**

# **Major Capital Campaign of \$200M**

**Launched on April 1, 2019**

la fondation  
de l'hôpital  
de montréal  
pour enfants  
the montreal  
children's  
hospital  
foundation





# *IS Systems*



**Aligned with the MSSS-MUHC, the MCH is looking at enhancing the electronic medical record system in order to :**

- Facilitate clinical documentation
- Provide portal to patient  
(OPAL)
- Access data in decision making  
(Dashboards)

# Pillars and Objectives

## RESOURCES

*Build and sustain human resources and adopt a management style conducive to cost effectiveness*



# ***Human Resources***

**Improve the work climate and reduce the sense of fatigue amongst staff and physicians, particularly in the context of ongoing budgetary compressions.**

**Stabilize and secure hospital manpower.**

# Thank you

Hôpital de Montréal  
pour enfants  
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de santé McGill



Montreal Children's  
Hospital  
McGill University  
Health Centre



# 9. Varia



## **Vos hôpitaux, Vos questions**

<https://cusm.ca/questions/form/vos-h%C3%B4pitaux-vos-questions>

## **Your Hospital, Your Questions**

<https://muhc.ca/questions/form/your-hospitals-your-your-questions>



# 10. Question Period



# 11. Termination