

# Public meeting

## McGill University Health Centre

### Board of Directors

**January 17, 2017**  
6:00 p.m. – 7:30 p.m.



## Chairman's Report

**Claudio Bussandri**

Chairman

## Agenda

1. **Call to Order**
2. **Quorum**
3. **Approval of the Agenda**
4. **Chairman's Report**
5. **Report of the Interim President and Executive Director – M. Alfonso**
  - 5.1 Update by the Interim President and Executive Director on current matters
  - 5.2 Presentation by the Interim Executive Director and CSO of the RI-MUHC – B. Mazer
6. **Report of Committees of the MUHC Board**
  - 6.1 User's Committee – P. Nadeau
  - 6.2 Strategic Initiatives Committee (Consultation Process) – M. Sonberg
  - 6.3 Human Resources and Organizational Culture – M. Giguère
7. **Consent items resolutions**
  - 7.1 Report from the MUHC CPDP
  - 7.2 Report from the MUHC Professional Services
8. **Question Period**
9. **Adjournment**

## Interim PDG's Report

**Martine Alfonso**

Interim President and Executive Director

## Report of the Interim President and Executive Director

### Plan to return to budget equilibrium

- Context - Two (2) imperatives:
  - 1) Year 1 Budget implemented in 2015-2016 requires the reorganization of many of our services to offer level of efficiency comparable to other academic health care partners
  - 2) MUHC has to position itself as a key partner of the Quebec Health Care Network, as well as a world class academic health centre

## Rapport de la Présidente-directrice générale par intérim

### Plan de retour à l'équilibre

- L'année fiscale 2016-2017 a débuté avec un manque à gagner de 28,1M\$
  - Déficit non résolu de 2015-16 16,4M\$
  - Mesures d'optimisation demandées par le MSSS 11,7M\$
- Responsabilité d'élaborer un plan d'équilibre budgétaire réparti sur deux ans

## Report of the Interim President and Executive Director

### Plan to return to budget equilibrium

- We needed to reach a balanced budget while:
  - 1) Maintaining access to care to our patients
  - 2) Improving efficiency of our activities
    - Conducted a benchmarking exercise to look at costs of similar activities in other academic hospitals;
    - In areas where the MUHC was less performant than our peers, a plan to optimize these activities had to be implemented.
  - 3) Always respecting patient safety
    - Strict monitoring of the impact of the measures has been put in place

## Report of the Interim President and Executive Director

### Plan to return to budget equilibrium

- To date, a plan has been submitted for \$21M annualized  
\$28.1 M - \$21 M = 7 M
- Still need to identify saving for the remaining 7M\$.
- The full amount will not be saved in 2016-2017; delays are due to:
  - Time to prepare the plan;
  - Some measures require:
    - Proper notices under our collective agreements;
    - Hiring and training (e.g. main d'oeuvre indépendante)
    - Negotiation of contracts with suppliers;
    - Consolidation on one site and or construction Optimization projects
- Optimization Projects are being started

## Report of the Interim President and Executive Director

### Results 2016-2017 Volume related – Forecast deficit

Cardiology	5.90
Angiography (including stroke)	1.20
Pharmacy – Oncology	2.90
Emergency rooms	2.20
	<u>12.20</u>

## Rapport de la Présidente-directrice générale par intérim

### APPLICATION DE LA POLITIQUE CONCERNANT LES SOINS DE FIN DE VIE

Rapport du directeur général au Conseil d'administration de l'établissement et à la Commission sur les soins de fin de vie\* (Loi 2, Chapitre II, art. 8)

CUSM

du:

10 juin 2016

au:

10 décembre 2016

Activité	Information demandée	Site ou installation <sup>6</sup>				Total
		Centre hospitalier	CHSLD	Domicile	Maison de soins palliatifs	
Soins palliatifs et de fin de vie**	Nombre de personnes en soins palliatifs et de fin de vie en centre hospitalier de courte durée <sup>1</sup> pour la période du 10 juin 2016 au 17 septembre 2016. Informations complémentaires: Seules données disponibles à ce jour dans MED-ECHO					133
	Nombre de personnes en soins palliatifs et de fin de vie en centre d'hébergement et de soins de longue durée <sup>2</sup> pour la période du ____ au ____ Informations complémentaires:					N/A
	Nombre de personnes en soins palliatifs et de fin de vie à domicile <sup>3</sup> pour la période du ____ au ____ Informations complémentaires:					N/A
	Nombre de personnes en soins palliatifs et de fin de vie en maison de soins palliatifs <sup>4</sup> pour la période du ____ au ____ Informations complémentaires:					N/A
Sédation palliative continue	Nombre de sédations palliatives continues administrées			A		3
Aide médicale à mourir	Nombre de demandes d'aide médicale à mourir formulées			B		11
	Nombre d'aides médicales à mourir administrées			C		6
	Nombre d'aides médicales à mourir non administrées et les motifs <sup>5</sup> Informations complémentaires:	2 patients morts avant, 2 en attente du choix d'une date par le patient, 1 en cours d'évaluation				5

## Report of the Interim President and Executive Director

- OPTILAB
  - Nomination of Medical Director – Dr. André Dascal
  - Nomination of Clinical Administrative Director – Enzo Caprio
- Cardiac Surgery Recall
  - **No patients are suspected to be infected:**
    - 1,317 letters sent / 67 microbiology/infection control consultations / 9 adults and 2 children were tested: *all hemocultures negative.*
  - **Measures taken:**
    - Mobilized a crisis team
    - New measures for disinfecting equipment & changing reservoir water.
    - Conducted microbiology cultures of equipment reservoirs; results were negative.
    - Increased vigilance monitoring
    - New procedure for all alerts concerning cleaning and disinfecting of equipment
    - New tracking system and preventive maintenance on each thermal generator
    - Equipment repositioned in ORs, water reservoirs changed daily

## Rapport de la Présidente-directrice générale par intérim

### Le CUSM travaille en partenariat avec son réseau

- Depuis plusieurs mois nous travaillons avec le CIUSSS de l'Ouest-de-l'île-de-Montréal (ODIM)
  - Continuum de soins pour les nouveau-nés
  - Continuum de soins pour les AVC
- Le mandat du groupe sera de développer des continuum de soins de façon systématique afin de favoriser des services fluide à la population.

## Report of the Interim President and Executive Director

### ■ Parking Rates

- Ministère de la santé et des services sociaux (MSSS)  
*Circulaire – 2016-023 - Politique concernant l'exploitation des activités accessoires de type commercial*
- Establishments must have completed the implementation of the provisions of Circulaire 2016-023 with respect to the operation of parking facilities by **April 1, 2017**

## Report of the Interim President and Executive Director

### ■ Proposed New Parking Rates

CURRENT DAILY RATES			RECOMMENDED NEW DAILY RATES (Starting April 1, 2017)				
Intervals	Rates	4 INTERVALS	Equivalent rates	Intervals	Rates	5 INTERVALS	Var. rates
0 - 30 min	\$ 10.00			\$ 10.00	0 - 30 min		\$ -
31 - 60 min	\$ 15.00		\$ 15.00	31 - 60 min	\$ 12		\$ (3.00)
61 - 90 min	\$ 20.00		\$ 20.00	61 - 90 min	\$ 16		\$ (4.00)
91 - 1440 min	\$ 25.00		\$ 25.00	91 - 240 min	\$ 22		\$ (3.00)
			\$ 25.00	241 - 1440 min	\$ 24		\$ (1.00)

### ■ Other Parking Packages for Visitors (Package already available – same rates)

OTHER PARKING PACKAGES - VISITORS	RATES	COST BY TICKET/DAYS
Flexi Pass – Prepaid booklet Visitors – 7 tickets	\$100	\$ 14.29
Pass – Visitor – 7 days	\$ 60	\$ 8.57
Pass – Visitor – 14 days	\$ 85	\$ 6.07
Pass – Visitor – 30 days (Available after 14 days hospitalized)	\$ 70	\$ 2.33

## Report of the Interim President and Executive Director

- Awards / Recognition
  - **Dr. Donatella Tampieri** - 2016 Prix d'excellence en innovation des soins de santé from the direction du Développement professionnel continu (DDPC) de la Fédération des médecins spécialistes du Québec (FMSQ)
  - **John Rae** - Outstanding Volunteer of the Year from the Association of Fundraising Professionals as part of National Philanthropy Day
  - **Joan Ivory** - Jury's Coup de coeur en philanthropie from the Association of Fundraising Professionals as part of National Philanthropy Day

## Dr. Bruce Mazer

Interim Executive Director and Chief Scientific Officer  
Research Institute of the MUHC



## Research Institute of the MUHC - Basic Structure

- Housed on the Glen Campus and the Montreal General Hospital Campus
- 550 FT and PT researchers in all areas of science
  - Basic Science Labs
    - *Center for Translational Biology*
  - Epidemiology and Health Outcomes
    - *Center for Outcomes Research and Evaluation*
  - Hands-on patient oriented research
    - *Center for Innovative Medicine*

## Research Institute of the MUHC

- Ranked 3<sup>rd</sup> most active Research Hospital in Canada (1<sup>st</sup> in Quebec)
- Over \$175M annual grant and contract budget
- 550 researchers (300 FTEs)
- 220 labs devoted to fundamental and clinical research
- 1,100 students (MSc, PhD, Post-Doc, Clinical Fellows)
- 1,700 peer-reviewed publications per year
- 1,500 ongoing clinical trials (400 new per year)

## Research Institute Programs

- Child Health and Human Development
- Infectious Diseases and Immunity in Global Health
- Translational Research in Respiratory Diseases
- Cancer Research Program
- Metabolic Disorders and Complications

Glen

MGH

- Cardiovascular Health Across the Lifespan
- Brain Repair and Integrative Neurosciences
- Trauma, Repair and Regeneration

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## 2016 Major Successes at the Research Institute

- Cancer Research: Stop the spread of Metastasis (P Metrakos)
- Allergy Research: A novel vaccine to prevent allergies (McCusker)
- Brain research on the Control of thirst centers (Bourque)
- WHO center for Parasite Control (Gyorkos)
- Discovery Club with Marc Garneau
- And much more....

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## Recent Investigators in the News

- A race against time to diagnose deadly weight loss in cancer patients (Dr Antonio Vigano)
- (Prolactin receptor and) A key to unlocking the mystery of triple negative breast cancer (Dr. Suhad Ali)
- New marker identified for pancreatic cancer (Dr. Zu-Hua Gao)
- A Surprise advance in the treatment of (head and neck) cancers in adults (Dr Nada Jabado & Dr. Jacek Majewski)

## New Investments and Projects

- 5252 de Maisonneuve Center for Outcomes Research and Evaluation
- Ministry of Economic Development, Science and Innovation: New Project of early phase clinical Research
- New labs and clinical research space at MGH: Canada, Quebec and MGHF
- New Programs: Stem Cell Lab, Specialized TB and Influenza Labs

- FRQ-S Accreditation Site Visit
  - (every 4 years)
- Feb 3, 2017



**THANK YOU**

Centre universitaire  
de santé McGill  
Institut de recherche



McGill University  
Health Centre  
Research Institute



# Paul Nadeau

## *User's Committee*

## Comité des usagers

### Contexte

- Raison d'être
- Qualité des soins et droits des patients

### Retour sur le passé

- Qui sommes-nous
- Mission et objectifs
- Leçons apprises

### La courbe d'apprentissage

- Elections 2016
- Intégration des résultats

### Les défis

- Période d'ajustements
- Nouveaux enjeux



**Melissa Sonberg**  
*Strategic Initiatives Committee*  
*(Consultation Process)*

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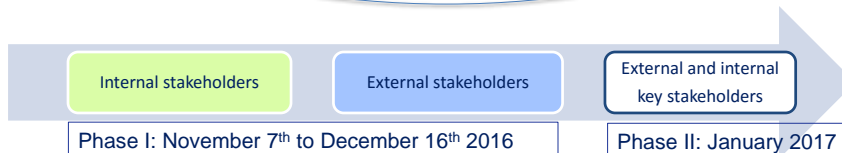
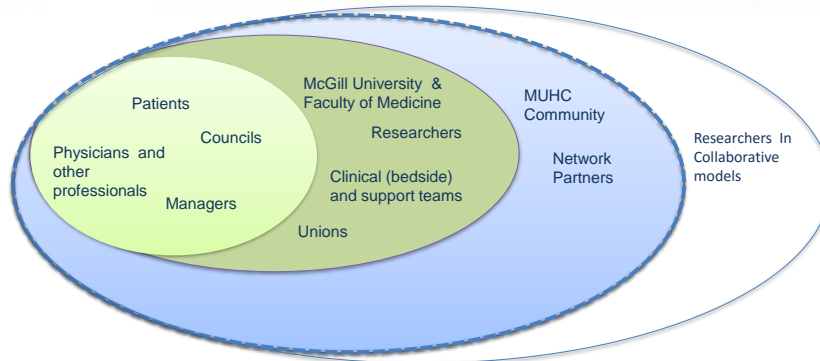


# MUHC - CONVERSATIONS 2017

## VOICES OF CONSENSUS CREATING A SHARED VISION

Presented by  
Melissa Sonberg, Board Member  
Chair, Strategic Initiative Committee  
January 17, 2017

# CONSULTATION PROCESS



## GROUPS INVITED

- Haute direction
  - Comité de l'intérim
  - Comité de gouverne - clinique
  - Comité de gouverne - administration et soutien
- Council of Nurses (CII)
- Multidisciplinary Council (MDC) and Allied Health Directorate
- Council of non clinical personnel (CNCP)
- Unions
- Volunteers
- Friends of the MUHC
- Corporations
- Faculty of Medicine - McGill University
- Users' Committee
- Foundations
- Nursing Executive Committee
- Office of the Ombudsman
- Medico-Administrative Leadership Table (MALT)
- Medical Advisory Committee (MAC)
- Council of Physicians, Dentists and Pharmacists (CPDP)
- Research Institute Executive (expanded)
- Council of Child and Adolescents Services of the MCH (CSCA)

## CONSULTATION PROCESS

- 16 consultations between November 27, 2016 and January 13, 2017
- 250 individuals invited to participate
- 153 participants, representing 29 different groups, contributed to our conversation



## THE VOICES WE HEARD

## VOICES OF CONSENSUS

## The Voice of Patients: The MUHC is *essential*

For patients, the MUHC is first and foremost:

- An **Academic** Health Centre (AHC)
  - An institution that combines research, innovation and teaching, while providing excellence in clinical care and innovative treatments
- The way to access the **best care**
- The best **hope for a cure** and a better **quality of life**

## Patients ...

- define themselves as **partners** in their own care
- want **access to their information** (portal, own DSQ)
- need to be **reassured** in quality of care across network
- desire relationships of **trust** between stakeholders of entire network
- find that **navigation** within the system is the **biggest challenge**

## The Voice of Philanthropy

The uniqueness of the McGill brand, the MUHC-AHC, specialization and renowned academic researchers ...

- are **decisive** elements for all philanthropic activities
- greatly **facilitate fundraising** for our foundations whose fundraising activities are so vital to **innovation**

## The Voice of Staff, Physicians, Researchers The MUHC is *unique*

- Strength of an **identity**
- Value of the **McGill model**
- Importance of the **academic mission**
- Strengthening links with **McGill University**
- Leveraging our **research**

## The Voice of Staff, Physicians, Researchers The MUHC is *unique*

- Embracing a **network** approach
- Setting **quality standards** across the network
- **Partnering** with patients
- Leveraging state-of-the-art **infrastructure** and technical platform
- Leveraging the power of **technology**
- Recognizing the **reality of AHCs** when defining **funding** methods

**Marie Giguère**  
*Human Resources and Organizational  
Culture Committee*

## Comité des RH du CA – Rapport

- Nomination des directeurs OPTILAB en décembre
- Rencontre formelle le 12 janvier.  
Agenda de discussion:
  - Tableau de bord - Ressources humaines
  - Plan de travail RH OPTILAB
  - Sondage sur le climat de travail

# Consent Items Resolutions

## 7.1 Report from the MUHC Council of Physicians, Dentists & Pharmacists

- Qualifications Committee Reports
- Leaves of Absence and Resignation Reports
- MCH Infection Control CPDP Annual Report 2015-2016

Under TAB 1

## 7.2 Report from the MUHC Professional Services

- Addition of **Dr. Jean-François Yale** (80156), Division Director (by interim) of Endocrinology to the designated signatories list of the RAMQ for the MGH as of February 1, 2017 and the Glen (Royal Victoria Hospital) as of February 1, 2017;
- Addition of **Dr. Nader Sadeghi** (96386), Chief of the Department of Otolaryngology Head and Neck Surgery to the designated signatories list of the RAMQ for the Glen (Royal Victoria Hospital) retroactive to January 9, 2017;
- Removal of the following Montreal Children's Hospital employees from designated signatories list of the RAMQ retroactive to December 31, 2016: Patricia Fontaine, Billing Office, Administrator; Françoise Filion, Billing Office, Supervisor and Pier-Marie Teixeira, Billing Office, Administrative Assistant.

Under TAB 2

- Question Period
- Adjournment

**Thank you!**