



Public meeting McGill University Health Centre Board of Directors

June 15, 2018

11:30 a.m. - 1:00 p.m.



Peter Kruyt

Chairman – MUHC Board of Directors

- 1. Chairman's Remarks**
- 2. Approval of the Agenda**
- 3. Approval of the Consent Items Resolutions**
- 4. Approval of the previous board meeting minutes (March 23, 2018)**



Dr. Pierre Gfeller

President and Executive Director

- 5. Report of the President and Executive Director**
- 5.1 Update by the President Executive Director**
- 5.2 Presentation: Montreal Children's Hospital – Strategic Approach to building a future of excellence in academic child care (priorities for 2018-19)**



5. Report of the President and Executive Director

Individual and Group Meetings

- Week of May 28 ⇒ Individual Meetings with the Senior Leadership
- May 29 ⇒ Meeting with the Dean of the Faculty of Medicine
- May 31 ⇒ Meeting with the MUHC Ombudsman
- June 4 ⇒ Meeting with Infection Control
- June 5 ⇒ Meeting with the President of the Council of Physicians, Dentists & Pharmacists
⇒ LEAD Meeting with MUHC Management
⇒ Governance and Ethics Committee of the Board
- June 7 ⇒ Meeting with the Unions of the MUHC
- June 11 ⇒ Meeting with the Chairman of the Board
⇒ Meeting with the President of the Council of Nurses
- June 13 ⇒ Medical Advisory Board (MAC)
⇒ Council of physicians, dentists and pharmacists (CPDP)



5. Report of the President and Executive Director

Committee Meetings and Events

- June 4 ⇒ Recognition event to highlight the Charles-Bruneau Foundation's investment in pediatric cancer research at the MCH-MUHC.

- June 5 ⇒ LEAD Meeting with MUHC Management
 ⇒ Governance and Ethics Committee of the Board
 ⇒ Comité de gouverne immobilière
 ⇒ Comité de direction

- June 6 ⇒ Comité de vigilance et de la qualité
 ⇒ Quarter Century Club

- June 11 ⇒ McPeak-Sirois réunion de conseil

- June 12 ⇒ CSCA Council for services to children and adolescents
 ⇒ AGM Multidisciplinary Council
 ⇒ Comité de direction

- June 13 ⇒ Medical Advisory Board (MAC)
 ⇒ Council of physicians, dentists and pharmacists (CPDP)

- June 14 ⇒ Audit Committee of the Board
 ⇒ Research Institute Board of Directors



5. Report of the President and Executive Director

Site Visits

- May 30 ⇒ Montreal General Hospital
- May 31 ⇒ Montreal Neurological Hospital
- June 1 ⇒ Montreal Children's Hospital
- June 4 ⇒ Glen (Royal Victoria Hospital)
- June 5 ⇒ Research Institute &
 ⇒ Centre for Innovative medicine (CIM)
- June 13 ⇒ Lachine Hospital
- June 14 ⇒ Decarie administrative building



5. Report of the President and Executive Director

Entrevues avec les médias

- Le jeudi, 7 juin 2018
 - La Presse
 - The Gazette
- Le vendredi, 8 juin
 - CJAD Radio
 - CBC Daybreak
 - CTV live
 - CBC News



5.1 Activités du CUSM

5.1.1 Mise-à-jour clinique

- Premier constat

- Accès clinique :
 - Le CUSM répartit les jours-présence sur une base annuelle en utilisant les mêmes variations saisonnières en matière de lits qu'au cours des années précédentes ;
 - Au-delà du plan clinique, l'unité d'hospitalisation brève de 11 lits à l'HRV au site Glen demeure temporairement ouverte.



5.1 Activités du CUSM

5.1.2 Performance et budget

- Le CUSM a soumis un budget équilibré pour 2018-2019
- Nous explorons les possibilités de promouvoir l'innovation
- Points sensibles:
 - Optilab
 - Chirurgie - adultes
 - ✓ Un rapport identifiant de possibles améliorations opérationnelles pour ce secteur est en cours de rédaction.
 - Les médicaments oncologiques, selon les nouvelles indications et recommandations de l'INESSS
 - Les volumes d'activités en cardiologie afin de répondre aux besoins de la population du RUIS McGill



5.1 Activités du CUSM

\$15 Million gift from the visionary Doggone Foundation will create unique powerhouse initiative to fight infections

- McGill **Interdisciplinary** Initiative in Infection and Immunity
- **Partnership** will bring together over 250 researchers
- A highly **collaborative** endeavour that will harness the scientific expertise, resources and creativity of researchers in the battle against infectious and immune-related diseases at:
 - McGill University
 - McGill University Health Centre (MUHC)
 - Affiliated research partners



5.1 Activités du CUSM

Awards

- Dr. Pramod Puligandla
 - first Canadian surgeon elected to pediatric board of the American Board of Surgery
- Dr. Donald Sheppard
 - elected to prestigious American Society for Clinical Investigation
- Dr. Michael Tanzer
 - 3rd place winner (3D printed porous hip stem) in McGill Clinical Innovation Competition and Hakim Family Prize
- André Bonnici
 - MUHC pharmacist-in-chief, bestowed the Roger LeBlanc Award of Excellence from the Association des pharmaciens des établissements du Québec



Sylvia Morin, Chair
**Council for Services to Children and
Adolescents (CSCA)**

Dr. Robert Barnes
**Associate Director of Professional Services
Montreal Children's Hospital**

Building the Future of Excellence in Academic Child Care & Priorities 2018-19

Montreal Children's Hospital

presentation to

MUHC Board of Directors

June 15, 2018

Challenges & Opportunities

- The Move
- *Plan clinique 2007*
- Budget
- Loi 10
- Loi 20
- Loi 130
- Glen Site
 - RVH
 - Shriners
 - MUHCRI

Building the Future of Excellence in Academic Child Care

GOALS

- Evaluate Current Capacity
- Unbiased Outside Evaluation
- Define Areas of Focus for the Future

Building the Future of Excellence in Academic Child Care

GOALS

- Evaluate Current Capacity
- Unbiased Outside Evaluation
- Define Areas of Focus for the Future

RECOMMENDATIONS

- Look Beyond MCH
- Leadership of/for Networks
- Exploit Adjacent Partnerships for Lifespan Opportunities
(fetal→pediatric→adult)

Our Strategic Goals

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

Continuously improve the quality, safety and pertinence of care.

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

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

Build PARTNERSHIPS with patients, families and community partners to improve the seamless coordination of care

Challenges

Patient and families not always included in decision making

Lack of coordination in clinical care

2018-2019 Objectives

Increase patient participation in bedside decision-making from 64% to 70%
Patient Experience Data (HCAPS) – inpatient units only

Consolidate the Maternal Fetal Neonatal (MFN) Continuum of Care
by centralizing access of MFN and Care navigators

Consolidate Complex Care Continuum of Care
By ensuring home care for NSA patients and improving coordination of care within the MCH

Focus on INNOVATION, RESEARCH and TEACHING to provide better clinical outcomes

Challenges

Lack of Infrastructure for data

Lack of a supportive infrastructure to promote innovation

2018-2019 Objectives

Improve access to data by implementing an MCH-MUHC Informational Portal

Support MCH Foundation in planning next capital campaign for securing funds for innovative practices

CONTINUOUSLY IMPROVE the quality, safety and pertinence of care

Challenge	2018-2019 Objectives
Unmet MSSS targets Access and volume	Decrease ED waiting time for admitted patients by 10% and by 5% the proportion of non-urgent ED visits
	Decrease to zero the number of patients waiting for more than 9 months for surgery
	Increase to 90% the number of patients waiting for less than 3 months in Medical Imaging

Build and sustain HUMAN RESOURCES and adopt a management style conducive to cost effectiveness

Challenge	2018-2019 Objectives
<p>Reactive management and level of visibility within the MUHC/MSSS</p>	<p>Stabilize the MCH's managerial structure PDGA, ADON, Depart. Chief of Child Psychiatry, Pediatric Anaesthesia, Med. Imaging</p>
<p>Sense of fatigue among staff members and communication</p>	<p>Increase the level of participation of middle leadership in management Increase by 50% the sense of involvement in decision making – Satisfaction Survey</p>
<p>Unmet targets for budget</p>	<p>Stabilize the Nursing and Medical workforces Increase by 5 + MCH float teams, Decrease to 10% vacancy rate in Nursing, Increase Anaesthesia Capacity</p> <p>Mitigate the risk of an unbalanced budget by creating action plans For NICU, ER volumes and Anesthesia supplies</p>

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

Patient and families not always included in decision making

Lack of coordination in clinical care

Increase patient participation in bedside decision-making from 64% to 70%
(Patient Experience Data (HCAPS) – inpatient units only)

Consolidate the Maternal Fetal Neonatal (MFN) Continuum of Care
by centralizing access of MFN and Care navigators

Consolidate Complex Care Continuum of Care
By ensuring home care for NSA patients and improving coordination of care within the MCH

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

Lack of Infrastructure for data

Lack of a supportive infrastructure to promote innovation

Improve access to data by implementing an MCH-MUHC Informational Portal
(Repertory of dashboards from Executive to units)

Support MCH Foundation in planning next capital campaign for securing funds for innovative practices

Continuously improve the quality, safety and pertinence of care.

Unmet MSSS targets - Access and volume
(OR wait list, Medical Imaging, ER Volumes)

Decrease ED waiting time for admitted patients by 10% and by 5% the proportion of non-urgent ED visits

Decrease to zero the number of patients waiting for more than 9 months for surgery

Improve access to Medical Imaging by increasing the percentage of patients waiting for less than 3 months to 90%

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

Reactive management and lack of visibility within the MCH/MSSS

Sense of fatigue among staff members and miss information

Unmet targets for budget
Nicu - ER Volumes - Anaesthesia - Ambulatory - Sitters

Stabilize the MCH's managerial structure
PDGA - ADON – Depart. Chief (Child Psychiatry - Pediatric Anaesthesia, Med. Imaging) and retirement planning

Increase the level of participation of middle leadership in management
(Increase by 50% the sense of involvement in decision making by middle leadership – Satisfaction Survey)

Stabilize the Nursing and Medical workforces
Increase by 5-10 float teams // Decrease to 10% vacancy rate in Nursing // Increase Anaesthesia Capacity

Mitigate the risk of an unbalanced budget by creating action plans
For NICU, ER volumes and Anesthesia supplies

Priorities 2018-19



6. 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>



7. Question Period



8. Termination