



Public Meeting McGill University Health Centre Board of Directors

September 21, 2020

1:00 p.m. - 2:30 p.m.

Via ZOOM due to COVID-19 Pandemic



Peter Kruyt

Chairman - MUHC Board of Directors

- 1. Call to Order, Remarks and Confirmation of Quorum**
- 2. Approval of the Agenda**
- 3. Approval of Minutes**
- 4. Business Arising from Minutes (July 13, 2020)**
- 5. Approval of Consent Items / Resolutions**
- 6. Report of the President and Executive Director**
- 7. Presentation**
- 8. Public Question Period**
- 9. Adjournment**



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4. Business Arising from the Minutes

- **C-AIDE: Committee for Action on Inclusion, Diversity and Equity**
- Co-chairs: Ms. Seeta Ramdass and Dr. Anita Brown-Johnson
- Update
- Submission of Terms of Reference to Governance Committee
- Overarching Objectives
- Next Steps



Peter Kruyt

Chairman - MUHC Board of Directors

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6. Mise à jour par le président-directeur général

SUR RECOMMANDATION DU PRÉSIDENT-DIRECTEUR GÉNÉRAL ET SUITE AU CONSENSUS DE TOUS LES MEMBRES DU CONSEIL D'ADMINISTRATION LORS DE LA DERNIÈRE SÉANCE DU CONSEIL TENUE LE 13 JUILLET 2020, IL EST UNANIMENT RÉSOLU :



QUE le Conseil d'administration du CUSM reconnaît les contributions de Hichem Motemem comme exceptionnelles ;

QUE le Conseil d'administration souligne par cette résolution la passion de M. Motemem pour les technologies de l'information, sa gentillesse, sa bienveillance naturelle, son sens de l'humour et sa détermination à créer des projets destinés à améliorer la vie de nos patients ; et

QUE le Conseil d'administration partage cette reconnaissance avec la famille afin de souligner à quel point il nous manque et leur offrir ses condoléances les plus profondes.



6. Report of the President and Executive Director

- ❖ **Executive Update**
- ❖ **Influenza Season and COVID-19**
- ❖ **OPTILAB-MUHC Cluster Accreditation**



6. Mise à jour par le président-directeur général

Pandémie de la COVID-19

Le gouvernement met en place un système d'alertes et d'interventions régionales

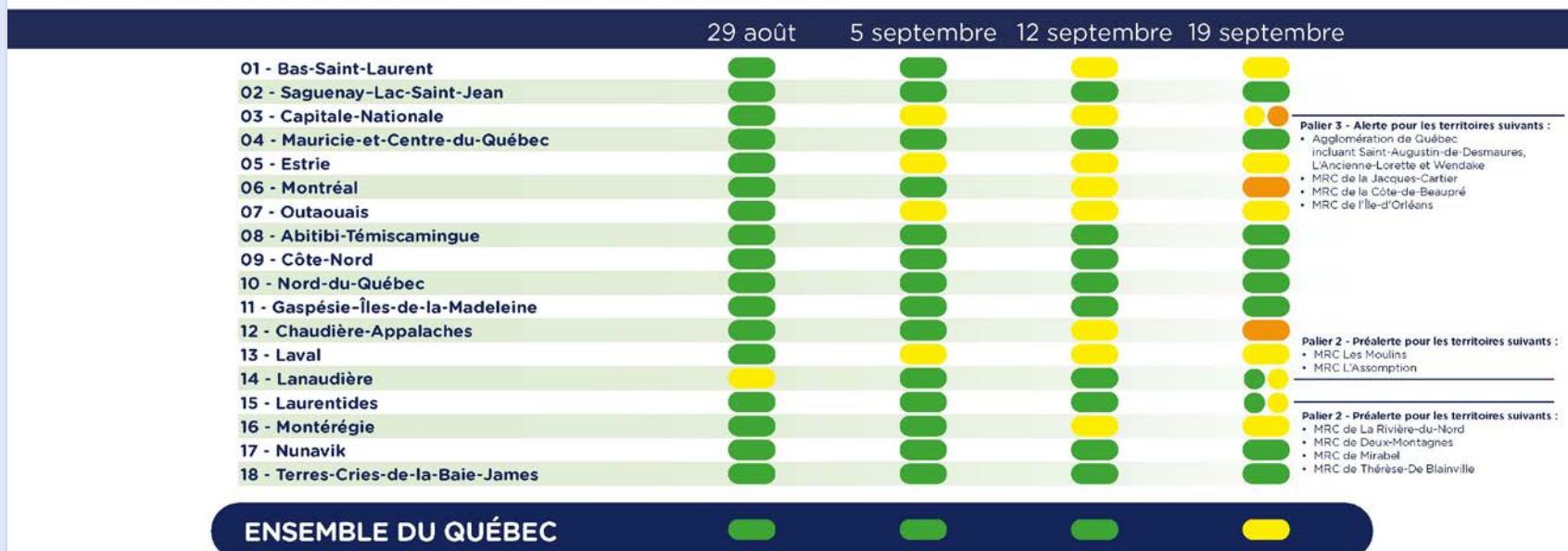
- Vert ⇒ Vigilance
- Jaune ⇒ Préalerte
- Orange ⇒ Alerte modérée
- Rouge ⇒ Alerte maximale





6. Mise à jour par le président-directeur général

APERÇU DU SYSTÈME APPLIQUÉ À LA SITUATION DES DERNIÈRES SEMAINES





6. Mise à jour par le président-directeur général

■ Structure de gouvernance montréalaise

- Niveau stratégique
 - Comité de gestion du réseau (CGR)
 - Centre de commandement des mesures d'urgence de la Ville de Montréal (CCMU)
- Niveau tactique
 - Table des PDGA-DGA
 - CCMU – Mission Santé
 - Table intersectorielle du réseau de santé et de services sociaux montréalais (TIRSSS)
- Niveau opérationnel
 - Tables régionales prioritaires en période de COVID-19 et comités pertinents du réseau – mode COVID-19



6. Mise à jour par le président-directeur général

- **Préparation du CUSM à la deuxième vague de la COVID-19**
 - Rôle et fonctionnement du CCMU du CUSM
 - Réserves d'équipement de protection individuelle
 - Post-mortem de la première vague de la COVID-19
 - Tournées virtuelles du PDG
 - Rapports déposés au CCMU
 - Ouverture du Centre de dépistage COVID du CUSM
 - CLIC SANTÉ - rendez-vous en ligne (4 septembre)
 - Résultats négatifs déployés par texto (14 août)
 - Outil de délestage/réassignation de personnel en cours



6. Update by the President and Executive Director

- Visit of Lionel Carmant, *ministre délégué à la Santé et aux Services sociaux* (August 25, 2020)
 - Tour of the *Centre mère-enfant*, Surgery, Psychiatry and COVID-19 Pediatric Screening Clinic
 - Meeting to discuss preparation for the second wave of COVID-19
- Meeting with the Minister of Health and Social Services and Deputy Ministers (August 26, 2020)
 - Proton Therapy
 - Modernization of the Montreal General Hospital
 - Relocation of the Montreal Neurological Hospital and Institute



6. Update by the President and Executive Director

Recruitment to Fill Senior Positions

- Chief Medical Information Officer
 - Position posted August 21, 2020 – September 4, 2020
 - Selection Committee will conduct interviews: start of October

- Medical Director OPTILAB
 - Position posted September 14, 2020 – September 28, 2020
 - Selection Committee formed



6. Update by the President and Executive Director

Good News!

- MUHC recently received approval from the MSSS to acquire equipment to set up a second electrophysiology room at the Glen site.



6. Update by the President and Executive Director

Awards

- 2020 Osler Teaching Award
 - Dr. Stuart Lubarsky, Associate Professor of Neurology and Health Sciences Education, and Co-Director of the Foundations in Medical and Health Sciences Education Elective at the Institute of Health Sciences Education
 - Dr. Claire LeBlanc, Associate Professor in the Faculty of Medicine's Department of Pediatrics and Head of Pediatric Rheumatology at the Montreal Children's Hospital
- MUHC OPTILAB receives prestigious triple ISO certification — A first in Quebec from the *Bureau de normalisation du Québec* and Standards Council of Canada (SCC)



6. Report of the President and Executive Director

COVID-19 update Influenza Vaccination

Dr. Charles Frenette

Director, Infection Control & Prevention,
MUHC Adult Sites

Dr. Marie-Astrid Lefebvre

Director, Infection Control & Prevention,
Montreal Children's Hospital



COVID-19: MUHC First wave

- Admissions: 585
 - ICU 26 %
 - Mortality 23 %
 - Only 19 nosocomial cases in patients
- ER visits: 757 with 343 being admitted (45%)
- HCW: 285 cases / 4700 tests locally
 - Community/travel 31 %
 - Other HCW 20 %
 - Patients 27%
 - Other institution 12 %
 - Outbreaks: MNH , MGH15, MGH18 , D9, C8, ER MGH/Glen



COVID-19 MUHC : Second Wave

- Bigger?
 - Will it affect LTC as much?
 - Schools are added on...impact?
- Challenge :
 - Testing capacity
 - Maintaining our N activities/competing priorities
 - Testing for other viruses?
 - Protecting our human resources
 - ER (MGH)



MCH Preparation for COVID-19 Second Wave (1)

- Infection prevention and control protocols in place, regularly updated and communicated to MCH community
- Symptom and exposure questionnaires for patients/families at hospital entry points and clinical areas
- Personal protective equipment – close monitoring of inventory status and consumption



MCH Preparation for COVID-19 Second Wave (2)

- Testing of all patients on admission, before surgery/procedures and if COVID-19 symptoms
- MCH will keep COVID-19-positive admitted patients (except in Psychiatry -> transferred to CHU Sainte-Justine)
- Detailed plan for ramping down of clinical activities based on evolution of epidemic
- Occupational health protocols for symptomatic healthcare workers and their household members

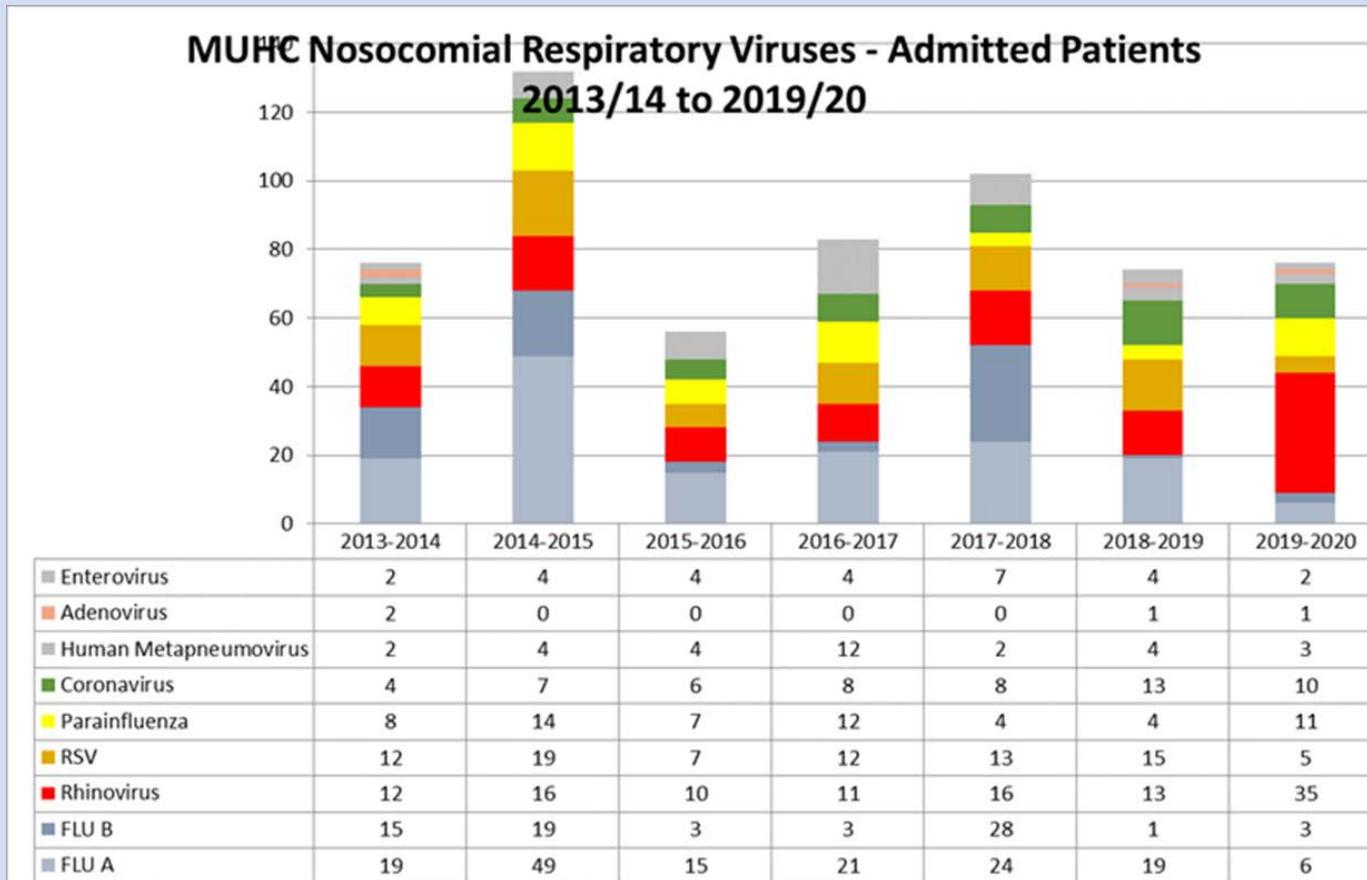


Influenza Vaccination MUHC

- Priority for Infection Control since 2008
- Numerous nosocomial outbreaks
 - Implicates patients and staff
- Our patient population is the one most at risk for complications : elderly and risk factors for complication



Nosocomial Respiratory Viruses (MGH/RVH)





Health Care Workers

- Vaccination rate = 33 % (3500/10000)
 - Limited accessibility.
 - Many misperceptions.
 - Variable efficacy (50 %)
 - Perceived as an individual choice vs protecting milieu
 - Competing priority for leadership



Patients

- 800 doses given last year
 - Limited to where nursing support available
 - Every single visit to hospital is an opportunity for vaccination.
 - Every single discharge as well.



2020-2021 Influenza Vaccination Campaign: Patients

- **MUHC goal:** improve access to influenza vaccination for adult and pediatric patient populations
- **Rationale:**
 - Risk of complications, hospitalization and death from influenza higher in certain high-risk groups (e.g. over 75 year-olds, certain chronic diseases, pregnant women)
 - Want to decrease influenza circulation in context of COVID-19 pandemic
- **How?**
 - Offer vaccine in all clinic where nursing support available
 - Implementation of an influenza vaccination clinic at each MUHC site
 - Systematic offering to inpatients (and household members if applicable)



Plan for HCW

- Expand mobile clinics on unit longer duration
- Peer Vaccination (Between HCW)
- Have managers accountable for vaccination rate
 - Target high risk department : Medecine , Inhalation therapy, HD, Chest
- Marketing campaign (Targeted?)
- PRIORITY for Leadership



6. Report of the President and Executive Director

OPTILAB-MUHC Cluster Accreditation

Mr. Enzo Caprio, Clinical-Administrative Director

Dr. André Dascal, Medical Director

Ms. Yamama Tamim, Assistant to the Director for Quality & Safety



Certification ISO pour **OPTILAB-CUSM**



Enzo Caprio
DIRECTEUR CLINICO-ADMINISTRATIF

Dr. Andre Dascal
DIRECTEUR MÉDICAL

Yamama Tamim
ADJOINTE AU DIRECTEUR



Agenda

1 **Introduction**
by Enzo Caprio

2 **ISO Certification Overview**
by Yamama Tamim

3 **Défis et Forces**
by Dr. Andre Dascal



Introduction

**Évaluation de la
conformité aux
normes**

**ISO-15189
ISO-22870
Z-902**

pour les
12
*grappes
de la
province*

Organisme d'inspection



Organisme accréditeur





Timeline

2018
SEPTEMBER

Self-Inspection

2018
NOVEMBER

Preliminary
Inspection
Visit

2019
APRIL

Official
Inspection
Visit
START

2019
OCTOBER

End of
Inspection

2020
AUGUST

Awarded
Certification

2019
SEPTEMBER

~~Self-Inspection~~ ~~Preliminary Inspection~~ ~~Official Inspection~~ ~~Start~~



La visite en chiffres

15
SITES

Montreal CUSM

Centre universitaire de santé McGill (CUSM)

Site GLEN (Laboratoire serveur; HGJ impliqué en microbiologie et pathologie)
Hôpital général de Montréal
Hôpital de Lachine
Institut neurologique de Montréal

CIUSS de l'Ouest-de-l'Île-de-Montréal

Centre hospitalier de St. Mary
Hôpital général du Lakeshore
Hôpital de LaSalle

CIUSS du Centre-Ouest-de-l'Île-de-Montréal

Hôpital général juif

CISSS de l'Abitibi-Témiscamingue

Hôpital et CLSC de Val-d'Or
CLSC de Senneterre
Hôpital de Rouyn-Noranda
Hôpital d'Amos
Centre de soins de courte durée La Sarre (CSCD)
Pavillon Sainte-Famille
Point de service de Témiscaming-et-de-Kipawa



La visite en chiffres

34
JOURS
de
visites

exemple
SITE GLEN
13 inspecteurs
durant
4 jours



La visite en chiffres

205
FORMULAIRES

Rapports
total de
non-conformité



La visite en chiffres

± 450
OBSERVATIONS



Retombées: Qualité

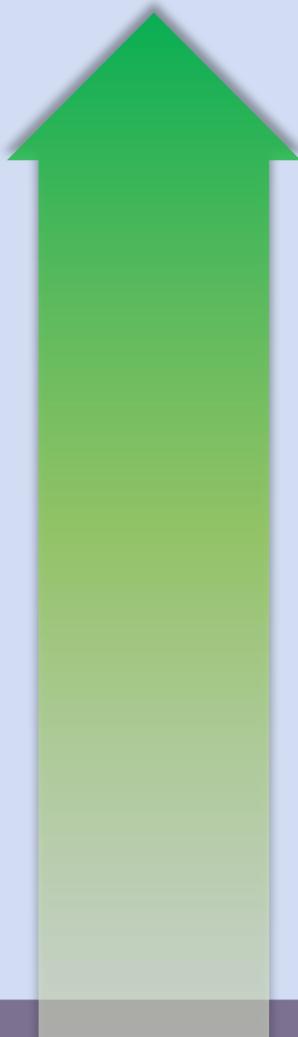


++ SÉCURITÉ DES SERVICES

++ COLLABORATION

++ ENGAGEMENT

++ CONNAISSANCES





Défis

PÉNURIE
de
TECHNOLOGISTES
(provincial)

EXPERTISE
en
NORMES
ISO

NIVEAUX
de
MATURITÉ VARIABLE
du
SYSTÈME DE GESTION
DE LA QUALITÉ

DISPONIBILITÉ
des
OUTILS
INFORMATIQUES



Nos forces

**GRAPPE
«MODÈLE»
REVUE de
DIRECTION**

**Engagement &
Collaboration de
TOUTES
les parties-prenantes
sur TOUS les
SITES**

**MANUEL de,
QUALITÉ**



Merci de votre attention!



7. Presentation

Promoting Mental Health

Dr. Nadia Szkrumelak

Psychiatrist-in-chief

Dr. Martin Gignac

Chief of Child and Adolescent Psychiatry



MUHC MENTAL HEALTH MISSION (ADULT)

Nadia Szkrumelak, MDCM, FRCP
Chief, Department of Psychiatry, MUHC
Assistant Professor, McGill University
Medical Director, Mental Health Mission

&

Antoinette Di Re
Director,
Mental Health Mission and Multidisciplinary Services

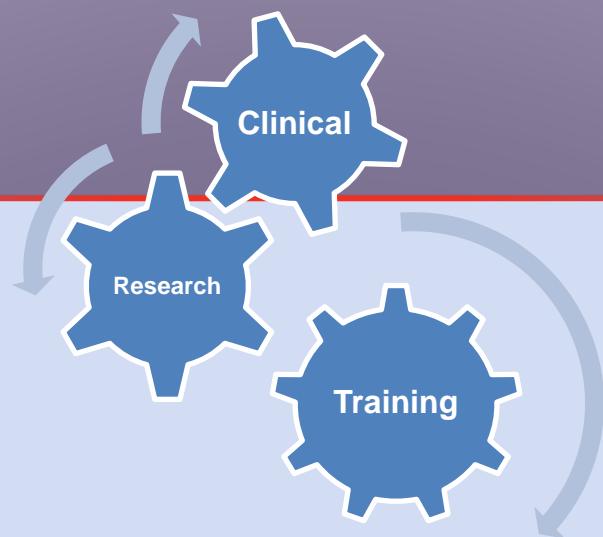


MUHC MENTAL HEALTH MISSION (ADULT)

Montreal General Hospital



Psychosocial psychiatry &
Addictions program



Allan Memorial Hospital



Psychotherapy &
Psychopharmacology



MUHC MENTAL HEALTH MISSION (ADULT)

FIRST LINE

- Provide psychiatric support to general practitioners in the community (CIUSSS)

SECOND LINE

- Emergency Department
- Inpatient Unit
- Outpatient Department
- Consultation-Liaison Services (MGH, MNH, RVH, Lachine)

THIRD LINE

- Clinical Pharmacology & Therapeutics Unit (including Neuromodulation)
- Cognitive Behaviour Therapy Unit
- Borderline Personality Disorder Program
- Addictions Program

Increasing specialization



MUHC MENTAL HEALTH MISSION (ADULT)

FIRST LINE

- Provide psychiatric support to general practitioners in the community

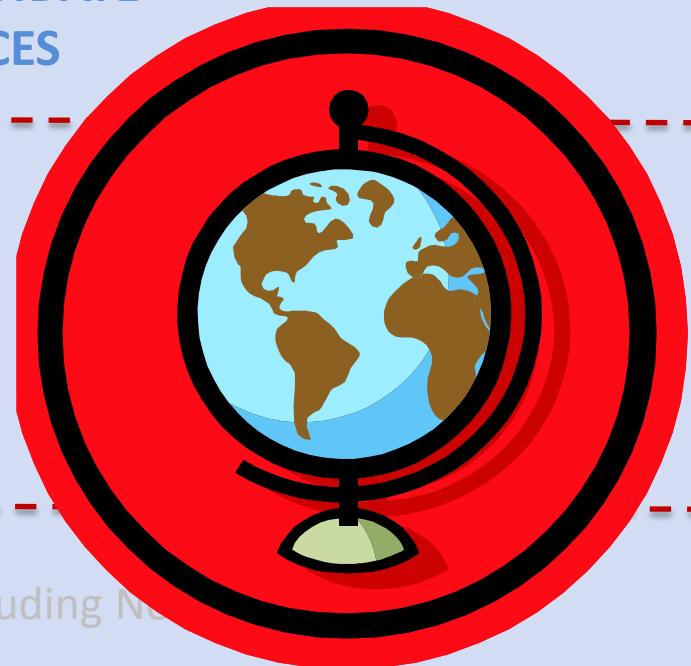
**WE HAVE A SECTORIZED MANDATE
FOR SECOND LINE SERVICES**

SECOND LINE

- Emergency Department
- Inpatient Unit
- Outpatient Department
- Inpatient Consultation Services

THIRD LINE

- Clinical Pharmacology & Therapeutics Unit (including Neuropsychiatry)
- Cognitive Behaviour Therapy Unit
- Borderline Personality Disorder Program
- Addictions Program





COVID-19 AND THE MENTAL HEALTH MISSION

Telehealth

MUHC Cares

Services Impacts

- MUHC Services →
- Community access to mental health services (GASMA)
- Psychosocial support lines ↑





BRIDGING PEDIATRIC AND ADULT PSYCHIATRY

SOME OF OUR PROGRAMS ARE ALREADY EQUIPPED TO SUPPORT PATIENTS <18 INTO ADULTHOOD

Prevention and Early Intervention Program for Psychosis (PEPP)

- Flexible entry into the program around the age of 17 to ensure smooth transition
- One nurse practitioner working at the Children's Hospital (FEPP) as well as the AMI to help patients make the transition between pediatric and adult psychiatric services



BRIDGING PEDIATRIC AND ADULT PSYCHIATRY

FUTURE INITIATIVES AND IMPORTANT COLLABORATIONS

- Mental Health Mission Clinical Data Center
- Assessment Center for Treatment Resistant Patients
- The 12-25 Project (MSSS)
- Transition Support Care



A WORD ON THE PROMOTION OF MENTAL HEALTH IN ADULT PSYCHIATRY

While the MUHC Mental Health Mission is dedicated to the treatment of mental illness, it regularly takes part in initiatives aimed at **promoting mental health** (in partnership with the MGH Foundation)

- Pharmaprix's annual run for women's mental health
- Mental Health and Wellness for Youth and Young Adults
- Bell Let's Talk (Neuromodulation)
- RBC (PEPP)



Pediatric Mental Health at the Montreal Children's Hospital

Martin Gignac, MDCM, FRCPC

Chef de département hospitalier

Chaire division universitaire

Psychiatre d'enfants et d'adolescents

Psychiatre légiste

Professeur-agréé de clinique

Université McGill

Professeur-associé

Université de Montréal



Un peu d'histoire... Psychiatrie HME

- Premier département de psychiatrie de l'enfant et de l'adolescent au Canada
- Plusieurs pédopsychiatres à travers le monde (Canada, États-Unis et à l'international) ont fait leur résidence ou fellowship au département.
- Le département fait partie de l'université McGill. Il est à l'origine de la première Division of Child and Adolescent Psychiatry (avec le CIUSSS Centre-Ouest (Jewish General Hospital) et the CIUSSS de l'Ouest-de-l'Île (Douglas Mental Health University Institute))



Vision and Mission

Vision:

- To be Leaders in specialized mental health care for children and adolescents

Mission

- Ensure access to comprehensive, high-quality and timely services to the population served by the institution in collaboration with all professionals in the integrated health and social services network
- Where appropriate, undertake along with McGill University teaching, research and assessments of technologies and medical interventions in the department
- Provide quality care to all patients who are admitted or treated in all services of the CAP department
- Ensure the added value of the services offered.



Milieu académique

- Enseignement
- Recherche
 - TDAH
 - TSA-Centre Azrieli (MNI)
 - TPL-suicide
 - Implantation modèle d'intervention (IRSC- régions 17-18)
 - Prévention de la radicalisation
 - Projets 12-25 ans
 - Trouble des conduites alimentaires (obésité)



MUHC MENTAL HEALTH MISSION (Child)

FIRST LINE

- Provide psychiatric support to general practitioners in the community (CIUSSS)

SECOND LINE

- Emergency Department
- Inpatient Unit
- Outpatient Department
- Consultation-Liaison Services

THIRD LINE

- ADHD
- Forensic consultations (Batshaw)
- Complex psychopharmacology (with BDB)
- Transcultural consultation, PREM-PRO (Regions 17-18)

Increasing specialization



Projet Centre de Crise pour adolescents

- Urgence régionale: CUISSS O/C-O
- Augmentation de 340% des crises suicidaires à l'urgence au cours des 8 dernières années (250 à plus de 800)
- Accueillir jusqu'à 6 adolescents pour une durée de séjour de 24 à 72 heures
- Occupation plus efficiente des lits
- Baisse des coûts associés à l'emploi de surveillants



COVID-19: Impact on Mental Health (Child)

- Special funds from MCH Foundation
- Quarantine: support program and coping skills
- School integration after 6 months of confinement



8. Public Question Period



9. Adjournment