

2019

2020

Centre intégré universitaire de santé et de services sociaux de l'Ouest-de-l'Île-de-Montréal



The Highlights
Annual Management Report



HIGHLIGHTS
ANNUAL MANAGEMENT REPORT 2019-20

Human Resources, Communications and Legal Affairs Directorate
Communications Department

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August 2020

Photos: Adobe Stock (unless otherwise stated)

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Messages from the President of the Board of Directors and the President and CEO

While 2020 will forever remain etched in our collective memory as the year the novel coronavirus (COVID-19) caused a global health crisis, for the Centre intégré universitaire de santé et de services sociaux de l'Ouest-de-l'Île-de-Montréal (CIUSSS), it also represents a milestone—our 5th anniversary.

We have been through a lot since our organization was established. Behind everything we do, lies our unwavering commitment to providing quality care and services to our patients, residents, veterans, clients and families. We strive to make continuous improvements in all areas to ensure we are always achieving more for our community. Here at the CIUSSS de l'Ouest-de-l'Île-de-Montréal, we are driven by innovation, analysis, research, knowledge-sharing and partnership.

The Highlights report provides a compelling snapshot of the progress made over the last 12 months in each of our directorates as well as in both of our research centres. Day after day, efficient, devoted, and creative employees give us the best of themselves. Therein lies one of the keys to our success and progress. Another is undoubtedly the deep commitment and ongoing support of our community partners, physicians and volunteers. We are incredibly proud and grateful to have the support of these leaders, as they play an important role in the growth of our organization and the betterment of our community.

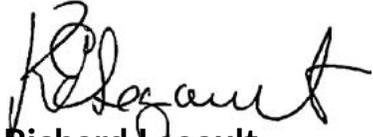
Among the incredible achievements and difficulties overcome in the past year, what shines brightest is

the constant and exceptional work across our organization to improve access to care and services, and to better address the needs of our population. Among these accomplishments are: universal access regardless of individual differences, ethnocultural background or gender; access through telehealth and other technological tools; early interventions for children with developmental delays; increased home care services; broader and more streamlined services for veterans; youth-adapted services; and access to specialized investigation and consultation services.

It has always been clear that our employees are the cornerstone of our ability to serve our various clienteles, wherever they are located. In the spirit of our organizational values of agility, respect, and partnership, we held the first Recognition Gala this year to celebrate their exceptional commitment, expertise and leadership. The inspiring event showcased a number of new initiatives launched within our institution and across the various community organizations in our territory to further improve our services to the population. We were proud to recognize the commitment, expertise and leadership of everyone in our CIUSSS with the Luminas Awards, and acknowledge the tremendous effort it requires to implement the exceptional projects that have such a positive impact on the quality of care and services we deliver to the population.

It is an indication of the greatness of our CIUSSS that everyone's focus, day after day, is centered on our patients, clients, users, veterans, and families.




Richard Legault
President of the Board of Directors




Lynne McVey
President and CEO

The connection we share

Expertise, Drive, and Innovation in Service to the Population

The Centre intégré universitaire de santé et de services sociaux de l'Ouest-de-l'Île-de-Montréal (CIUSSS) is an organization that is focused on the delivery of safe and quality health care and services to its population and various clientele. To accomplish this mission, it relies on staff that is qualified, dedicated, and in constant pursuit of innovation.

Each directorate and research centre is committed to excellence, which is reflected in the progress made across clinical, administrative, financial and academic fields. These accomplishments would not be possible without the contributions of our community partners, physicians, and volunteers. At the CIUSSS de l'Ouest-de-l'Île-de-Montréal, we are fortunate to count on the steadfast commitment of so many individuals who share our goals.

In the following report, you will learn about the projects, initiatives and breakthroughs that impacted our organization over the past year. All of them centre on the wellbeing of our population including: the adoption of measures to ensure the respect, dignity and integrity of users; upgrades to the Oncology and Palliative Care unit at St. Mary's Hospital Center; the 25th anniversary of the Lac-Saint-Louis Birthing Center; universal access to health care and services regardless of individual differences, ethnocultural background or gender; opening up the job market to young people; increased home care services; early interventions for young children with developmental delays; the importance of citizen partners in improving health care and services; adapting services to the specific needs of young people; user and staff safety; technology as a

tool for clientele; advances in helpful tools for cancer patients; postmortem brain donations for research purposes, and much more!

Yet, we cannot write about the success of the past year without addressing the global coronavirus (COVID-19) pandemic. Our organization, and the population we care for, have not been spared. From the first days of the health crisis, our managers and employees stepped up their efforts, dug deep to give every last bit of energy they had, and above all, showed tremendous commitment and courage in taking care of our community, especially the most vulnerable among them. We've increased recruitment, organized reassignments and rewritten health measures in an effort to save as many lives as possible.

AGILITY, RESPECT, AND PARTNERSHIP—OUR ORGANIZATIONAL VALUES—ARE PRACTICED EVERYDAY AND INFORM EACH DECISION, ACTION, AND ACHIEVEMENT IN SERVICE OF THE POPULATION.

Since the pandemic began towards the end of the 2019-2020 fiscal year, greater attention will be given to this particular health crisis in the 2020-2021 edition of The Highlights.

Until then, our organizational values—agility, respect, and partnership—will continue to influence and inform every decision, action, and response in service of the population.

Enjoy!



WE ARE PASSIONATE ABOUT TENDING TO THE NEEDS OF OUR SENIORS.



Overview of Home Care Services

Nursing and medical care; rehabilitation and psychosocial services; clinical nutrition; home support services; day centres; referrals to social economy enterprises, community organizations and other partners; support for informal caregivers; palliative care.

● Enabling Seniors to Safely Remain in their Homes Longer

Our aging population is growing faster than anywhere else in Montréal. We're responding to the increased need for health and social services by deploying specialized teams of workers to provide home care services.

Many of our seniors have expressed wanting to stay in the comfort of their own homes. Over the past year, our CIUSSS partnered with the *Ministère de la Santé et des Services Sociaux* to expand our home care services, increase our number of service professionals, and incorporate the latest technological advances and research.

Not only is home care a modern way to delay the transition to a long-term care facility for our seniors, it also reduces the number of emergency room visits.

● 75th Anniversary of D-Day and the Battle of Normandy

D-Day and the Battle of Normandy took place on June 6, 1944—an historic date that saw the launch of one of the most infamous offensives of the Second World War. A delegation of three veterans from the Juno Beach landings and six health care staff from Ste. Anne's Hospital visited France to mark the 75th anniversary.



Home care services in 2019-2020... »

13 700

USERS SERVED



± 1 060 700

INTERVENTIONS



725

USERS RECEIVED PALLIATIVE CARE



± 1 036 000

HOURS OF SERVICE DELIVERED TO LONG-TERM CARE CLIENTELE





FACILITATING ACCESS TO CARE BY PROVIDING OUR USERS WITH THE HIGHEST LEVEL OF COMFORT AND SAFETY.



Upgrades at St. Mary's Hospital Center...

The Oncology and Palliative Care unit at St. Mary's Hospital Center is getting a makeover. Twenty-two new private rooms are designed to meet patients' needs, and feature an area for family members who wish to stay with their loved one.

The work, which should be completed by early 2021, is the result of a funding partnership between the St. Mary's Hospital Foundation and the CIUSSS de l'Ouest-de-l'Île-de-Montréal.

● Access to Specialized Investigation and Consultation Services

The Lakeshore General Hospital Clinical Access Service's mandate is to help avoid visits to the emergency room and hospitalizations, while looking out for the general well-being of patients.

The Clinical Access Service coordinates access to hospital resources for individuals presenting with sub-acute (mild but persistent with minor improvements) or semi-urgent clinical conditions (intervention needed within a set period of time according to the caregiver's assessment) upon referral by a physician or a specialized nurse practitioner. Working closely with the physician, the service contacts the patient directly to begin care.

Advantages of the Clinical Access Service:

- Creates an alternative to the emergency room, patients avoid waiting rooms and stretchers
- Provides faster and more efficient access to specialists
- Reduces stress for the patient through quick and personal care

In 2019-2020...



241

PATIENTS WITH VARIOUS CLINICAL CONDITIONS SERVED

● Better Support for New Hires

The Nursing-care Preceptorship Advisory Team, which oversees the Visionary Nursing Career Program, worked to align the orientation and training of staff to optimize recruitment and retention. In collaboration with clinical partners, new recruits are now offered individualized follow-up according to the respective facility's mission and clientele.





PHOTO : CIUSSS ODIM

SUPPORTING CHILDREN FROM THE VERY BEGINNING: A MISSION THAT DRIVES US TO DO BETTER.

An Innovative Framework for Interventions



The ARC (Attachment, Self-Regulation and Competency) model was launched in May 2019 at Batshaw Youth and Family Centres. It consists of a flexible and component-based intervention framework for workers who interact with children and adolescents who have experienced complex trauma. It is based, in part, on the fact that maltreatment and its related sequelae are often at the root of behavioural issues and aggression.

A pilot project has already been conducted in a residential unit. The goal is to improve the child's and the family's coping skills, while helping them cultivate resilience.

The implementation of this project, as well as the training of educators, is the result of a joint effort between several directorates from within our CIUSSS, with the support of Delphine Collin-Vézina, Director of the McGill Centre for Research on Children and Families, and her team.

● Our Birthing Centre Celebrates its 25th Anniversary

A time-honoured practice meets medical convention—Midwives have been caring for pregnant women around the world for ages. In 2019, the Lac-Saint-Louis Birthing Centre celebrated its 25th anniversary, and what a journey it has been!

Founded in 1994 by the government of Québec as part of a pilot project, this facility was seen as a trailblazer. With its wealth of experience, this home-like and compassionate environment offers complete birth support for pregnant women and their families. Among the services available are prenatal check-ups, delivery, and post-natal check-ups for the mother and newborn up to 6 weeks after the birth.

Midwifery has evolved significantly over the years, and is now an integral part of the perinatal world.

300+
BIRTHS EACH
YEAR



85%
OF MIDWIFE-ASSISTED
BIRTHS TAKE PLACE AT
THE BIRTHING CENTRE



VIDEOS FOR THE
25TH ANNIVERSARY



15 000
VIEWS ON
SOCIAL MEDIA

Le Pharmachien, a French-language television program broadcast on Radio-Canada, devoted a full episode to [child birth](#) in 2019. Christiane Léonard, Head of Midwife Services at the CIUSSS de l'Ouest-de-l'Île-de-Montréal, was featured in an interview.





**INTELLECTUAL
DISABILITY,
AUTISM SPECTRUM
DISORDER AND
PHYSICAL
DISABILITY
PROGRAMS
DIRECTORATE**



OUR DUTY IS TO OFFER A RANGE OF SERVICES ADAPTED TO THE CHARACTERISTICS OF OUR USERS.



**Community
Organizations:
Our Invaluable
Partners**

In order to foster the participation and social integration of individuals with disabilities, our CIUSSS relies on several community organizations with a wide range of specializations. As preferred partners in our territory, they play a key role in the continuum of services offered to users with intellectual disabilities (ID), autism spectrum disorders (ASD), and physical disabilities (PD).

This shared vision has resulted in the reinstatement of the *Table de concertation DI-TSA de l'Ouest de l'Île*, which consists of several stakeholders, including: school boards, the West Island Association for the Intellectually Handicapped (WIAIH), *l'Apprentissage à la vie autonome/Towards Independent Living (AVATIL)*, *Action main-d'œuvre*.

● Provide Timely Help for Children with Developmental Delays

The *Agir Tôt* program aims to help every child reach their full potential. The first phase of this project was launched by the Intellectual Disability, Autism Spectrum Disorder and Physical Disability Programs Directorate (ID-ASD-PD), in partnership with the Youth Program Directorate.

An initiative to hire more professionals (psychoeducation specialists, social workers, speech-language pathologists, occupational therapists, community organizers) has already increased the early detection and management of developmental delays in children aged 0-5 years. Each one of them is committed to providing the needed support for children to be ready to succeed in kindergarten and beyond.

Parents, daycare centres, community organizations, schools, and local round tables are key to ensuring the success of this program. Additionally, the creation of several working groups has streamlined the request for assistance process and aligned practices and services with the needs of the children and their families.

NUMBER OF USERS SERVED IN 2019-2020...

CRDITED* MISSION:

2 158



USERS WITH AN ID
OR AN ASD

CLSC MISSION:

2 299



USERS WITH AN ID
OR AN ASD

1 421



USERS WITH A PD

**Rehabilitation Centre for People with Intellectual Disabilities or a Pervasive Development Disorder*

● An Enhanced Website!

Find relevant information that has been reviewed by a group of parents interested in our programs. How to access services available to adults aged 21 and over, residential services, contact details, and all other resources can be found [here](#).



INNOVATION IN THE DELIVERY OF CARE AND SERVICES, WHILE ENSURING EVERYONE'S SAFETY



Ensuring Timely Access to Mental Health Services

Providing our users with a prompt response is both a necessity and a priority. We reviewed the processes and practices related to specific and specialized outpatient services which led to a significant decrease in names on waiting lists, reduced wait times, and most significantly, increased capacity for client outreach for our psychiatrists.

Innovative mental health practices inspired by the *Plan québécois pour les troubles mentaux* will be implemented in the coming months.

REDESIGNED AND IMPROVED ACCESS MEANS:

 **25%** DECREASE IN WAITING LISTS ACROSS ALL SERVICES (YOUTH AND ADULTS)

 **11** POSITIONS ADDED IN CERTAIN OUTPATIENT SECTORS

● No Compromise in Staff and User Safety

The Action Plan to Improve Security was implemented following unfortunate events that required the CIUSSS to take swift and effective action to improve staff and user safety at the Douglas Mental Health University Institute (DMHUI).

With a priority to offer quality care and services in a safe environment, this plan consists of three components:

- Staff training and enhancement of competencies
- Securing the physical environment
- Work organization

The Mental Health and Addiction Program Directorate received financial support from the *Ministère de la Santé et des Services Sociaux* (MSSS) to implement these measures aimed at securing the physical premises and enhancing safety practices.

MEASURES ADOPTED INCLUDE:

- INSTALLATION OF ID CARD READERS TO LIMIT ACCESS TO CERTAIN AREAS
- ADDITION OF SURVEILLANCE CAMERAS
- UPDATING STAFF SAFETY TRAINING
- INCREASED PATROLLING BY SECURITY STAFF



The addition of new intervention officers has been approved by the MSSS and will be implemented in the coming months.





A KEY SOCIAL MANDATE FOR THE DELIVERY OF SAFE AND QUALITY CARE AND SERVICES.



Drafting a Report

Within the framework of the Special Commission on the Rights of the Child and Youth Protection presided by Ms. Régine Laurent, our CIUSSS prepared a report. The MSD oversaw the coordination and drafting of this document.

● Reaching Out to Help Children as Early as Possible

Vulnerable youth need us to act quickly. That's why the Multidisciplinary Services Directorate (MSD) is launching the HRO (Human Relations Officers) Pilot Project with the goal of reducing waiting lists for access to Youth Protection Directorate (YPD) services.

HROs will provide support to YPD professionals by working on non-reserved interventions. The optimization of services over the long-term will accelerate assessments of reported cases on the waiting list and create an enhanced safety net for users. Above all, it will ensure interventions are made by the right workers, according to their respective skills.

TANGIBLE IMPROVEMENTS:

NUMBER OF USERS ON WAITING LIST FOR YOUTH PROTECTION SERVICES:

APRIL 1, 2019

378

MARCH 31, 2020

75



6 HUMAN RELATIONS OFFICERS HIRED

4 PERMANENT SOCIAL WORKERS HIRED

● Services Better Adapted to the Needs of our Youth

Another MSD initiative at Batshaw Youth and Family Centres (Batshaw Centres) is the implementation of the ARC* (Attachment, Self-Regulation and Competency) model which helps restructure a residential unit for children who have experience complex trauma. This includes enhanced professional practices and actions in response to the specific and individualized needs of children. To date, the project has reorganized the programming and environment, and held 75 training sessions for educators and clinical activity specialists (CAS). The goal is to train all 300 educators and CAS in our 18 group homes.

Ultimately, this model will be used throughout the Batshaw Centres' rehabilitation process to promote and foster advanced practices.

*See page 7





COLLABORATION: THE KEY TO CONTINUOUS QUALITY OF CARE IMPROVEMENT.



Foray into Intensive Care Units

While we may be used to avoiding the Intensive Care Unit (ICU), during the employee open house, held as a part of Canadian Intensive Care Week, more than 60 candidates accessed three ICUs to learn more about this unique care environment. Candidates who were interested in intensive care, nursing or respiratory therapy were interviewed onsite!

● Better Equipped to Respect the Rights of our Users

Our CIUSSS works tirelessly to ensure the safe delivery of quality care and services with respect, dignity and integrity to our various clientele.

To help support this endeavour, a protocol for control measures was created to oversee the various practices established in our institution's many facilities. The successful standardization of these measures is thanks to the awareness-raising of employees and customized training development.

Control measures are used to restrict a user's freedom of movement or action. Whether it involves the use of restraints, isolation or chemical substances, it is crucial that a protocol provide guidelines for each scenario. The use of control measures is the exception. They're used only after all other possible alternatives, and only if the person is a threat to themselves or others, and always with their consent.

OVERVIEW OF THE CONTROL MEASURES...

- **RESTRAINTS:** THE USE OF PHYSICAL HOLDS, OR REMOVING A PERSON'S APPARATUS TO OFFSET AN INABILITY TO MOVE
- **CONFINEMENT** TO A SECURE LOCATION WHICH THE CLIENT CANNOT LEAVE FOR A SPECIFIC DURATION OF TIME
- **CHEMICAL SUBSTANCES:** USE OF MEDICATION TO SUBDUCE A CLIENT'S ABILITY TO ACT.



A GROWING MEDICAL WORKFORCE



23

NEW FAMILY PHYSICIANS



47

NEW SPECIALISTS



965

PHYSICIANS ACROSS ALL CATEGORIES





PROVIDE A SAFE PLACE FOR OUR YOUTH TO FLOURISH, REGARDLESS OF THEIR PERSONAL CIRCUMSTANCES.



Well-being of Nunavik Youth**

Our institution signed an agreement with the Nunavik Regional Board of Health and Social Services to conduct an in-depth assessment of the residential rehabilitation services available to youth from Northern communities in Montréal.

“I am proud of this agreement, which consolidates the services we provide to Nunavik youth,” stated Lynne McVey, President and Chief Executive Officer of our CIUSSS, upon signing the agreement.

● Diversity: A Flagship Mission

The CIUSSS de l’Ouest-de-l’Île-de-Montréal commits to providing universal healthcare and social services, regardless of individual difference, ethnocultural backgrounds or gender, every single day. In partnership with our Advisory Committee on Diversity, we held the very first Community Fair last fall.

There was an overwhelming response to our first Community Fair from community organizations within our territory. The event focused on sharing, learning and networking and led to productive meetings between stakeholders and employees from our various programs.

We are proud to have the support of the 13 members of the Advisory Committee on Diversity. As employees or community stakeholders, they provide guidance and support, particularly when working with multiple communities. They also oversee the creation of policies, procedures and trainings on diversity in the hiring process.

● Encouraging Young People to Enter the Job Market*

Approximately 5 000 young adults age out of youth protection each year when they turn eighteen. They quickly face a number of challenges including housing, employment, schooling, etc. To help them break into the job market, the *Union des Municipalités du Québec* (Association of Quebec Municipalities) created the Municipal Employment Plan in 2013.

Supported by the Simple Plan Foundation, this program has been attracting participation from a growing number of municipalities. In 2019, more than 107 jobs were made available in 52 municipalities to young people in youth protection.

* These two programs are offered by the Youth Program Directorate and the Youth Protection Directorate.



333
TEEN OFFENDERS
RECEIVED
SERVICES



4 049
REPORTS
PROCESSED



1 663
REPORTS
ACCEPTED



2 386
REPORTS
REJECTED





RESEARCH CENTRES



COMBINING OUR STRENGTHS AND EXPERTISE FOR THE GOOD OF OUR POPULATION.

DOUGLAS RESEARCH CENTRE

● Restructuring to Promote Innovation

Multidisciplinarity



4 DIVISIONS

Basic neuroscience; human neuroscience; clinical sciences; mental health and society.

Unifying research themes

5 THEME-BASED GROUPS

Stress, anxiety, depression and suicide; youth mental health and early interventions; aging, cognition and Alzheimer's disease; environmental adversity, neurodevelopment and health; sleep and biological rhythms.



● Outreach

The Douglas-Bell Canada Brain Bank signed an agreement with Autism BrainNet that will enable Canadians to consider post-mortem brain donation to help advance research on the causes and treatments of autism spectrum disorder.

60 PRINCIPAL INVESTIGATORS

2 NEW YOUNG RESEARCHERS

8 CANADA RESEARCH CHAIRS

290 STUDENTS TRAINED

559 SCIENTIFIC PUBLICATIONS

\$26M IN RESEARCH GRANTS

5 AWARDS AND HONOURS PRESENTED TO RESEARCHERS

2 AWARDS AND HONOURS PRESENTED TO STUDENTS

ST. MARY'S RESEARCH CENTRE

● Helpful Tools for Those with Cancer

In partnership with Toronto's Princess Margaret Cancer Centre, our researchers are evaluating the effectiveness of a self-care toolkit and coaching over the phone for cancer survivors with depression. The project, entitled CanDIRECT, is showing promising results. Patients report an improvement in symptoms related to depression and anxiety, as well as an increased desire to be active.

Expanded access to these tools through an online self-care toolkit will be available soon.

● A New Scientific Director

Dr. Ari Meguerditchian was appointed Scientific Director of St. Mary's Hospital Research Centre. Dr. Meguerditchian strengthens St. Mary's Hospital Center role as an affiliated university hospital as an Associate Professor in the Department of Surgery in McGill University's Faculty of Medicine, and Graduate Program Director at the Gerald Bronfman Department of Oncology.



3 SCIENTISTS

12 CLINICIAN-RESEARCHERS

16 GRADUATE STUDENTS

51 ACTIVE PROJECTS

13 ACTIVE CLINICAL TRIALS

38 SCIENTIFIC PUBLICATIONS



INVOLVING OUR PARTNERS IN THE RESPONSE TO HEALTH AND SOCIAL SERVICE NEEDS.



The Citizen Partner Approach in a Nutshell:

1	CONSULTATION PROCESS
300+	CITIZENS AND PARTNERS FROM THE NETWORK MET
2	PILOT PROJECTS WITH CITIZEN PARTICIPATION (83% PARTICIPANT SATISFACTION RATE)
16	ORGANIZATIONAL PROJECTS TARGETED FOR THE INTEGRATION OF CITIZEN PARTNERS
47	CITIZEN PARTNERS INTERESTED IN THE CONCEPT
22	CITIZEN PARTNERS INTEGRATED INTO CIUSSS PROJECTS AND TEAMS
950	HOURS VOLUNTEERED BY OUR CITIZEN PARTNERS

● **Citizen Partners: Allies in Improving Health Care and Services**

The “citizen partner” approach is increasingly popular in our institution. Creating a place where citizens can give input into health and wellness matters is beneficial for the following reasons:

- Strengthens the role of citizens in planning and organizing care and services
- Integrates the knowledge of citizens in developing solutions and tools
- Is proactive through projects and experiences with teams made up of citizens, managers, and community partners

Citizen partners are willing to give their time, share their ideas and leverage their personal experience for good. Motivated by a genuine desire to contribute to the wellbeing of their community, they are an indispensable resource for our institution.

● **Importance of Men’s Health**

Health and wellness are two important aspects in all our lives. And men are no exception...

An event on men’s health held last March was attended by more than 60 community and institutional stakeholders and managers. Topics discussed included the reality of the male collective, options for action, and access to useful information and resources.

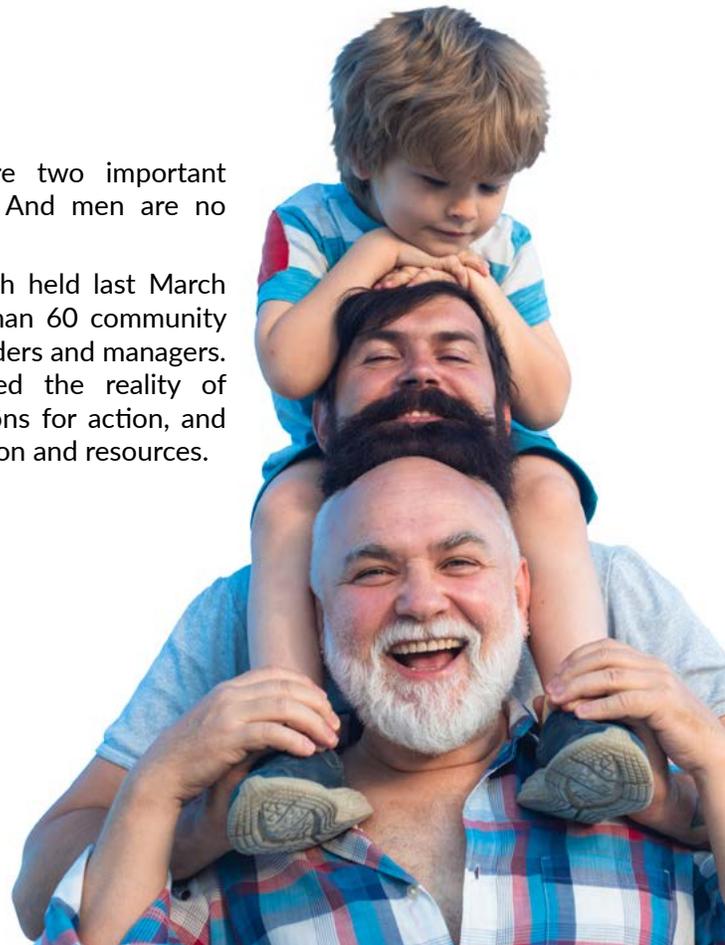
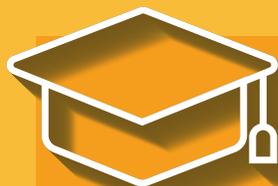




PHOTO: CIUSSS ODIM

THE ACADEMIC MISSION: A VEHICLE FOR INNOVATION AND QUALITY PRACTICES.



Teaching, Learning, Inspiring

For the first time since its inception, our CIUSSS held two teaching retreats: one on teaching across programs and disciplines, and the other on medical education.

The structure of the learning environment is essential to making progress in teaching. The *Unité d'évaluation des technologies et des modes d'intervention en santé et services sociaux* (UETMIS-SS) produced a report on the optimal physical structure of a modern clinical teaching unit. The recommendations will be applied to all infrastructure projects throughout the CIUSSS.

MEDICAL EDUCATION

- 37 clinical disciplines
- 327 student internships
- 452 resident internships
- 6 346 weeks of internship

NON-MEDICAL EDUCATION

- 21 disciplines
- 571 internships
- 3 650 weeks of internship

● Using Technology to Extend the Reach of our Care and Services

Using technology to avoid needless visits to the Emergency room is becoming a reality thanks to our telehealth team. With funding from the *Fonds de soutien à l'innovation en santé et en services sociaux*, we are introducing remote support to individuals with chronic obstructive pulmonary disease. This initiative is spearheaded by the Nursing Directorate and the Ingram School of Nursing at McGill University.

This team has been offering support since the early days of the COVID-19 pandemic. With inter-directorate partners, they facilitated communication between long-term care facility residents and their families by setting up virtual visits using videoconferencing.

● Knowledge Sharing

A team of knowledge transfer specialists organized more than forty training sessions for over 1 125 individuals. A third of these sessions were dedicated to the implementation of a comprehensive strategy for streamlining suicide prevention practices in our CIUSSS.

With the participation of researchers and students, the team also produced six short videos that were published across our digital platforms, with the goal of making the research more accessible to the general public.

● The UETMIS-SS: Select Decision-making Support

Using a systematic literature review method, the UETMIS-SS continued to support evidence-based decision-making. This included an evaluation of the efficacy of intravenous ketamine in treatment-resistant depression.

Reports from the UETMIS-SS have led to the publication of three scientific articles in international journals, in addition to visibility on the local and national scene.

RESEARCH »

480

ACTIVE
PROJECTS



95

NEW PROJECTS



178

PROJECTS RENEWED





SUPPORT SERVICES
DIRECTORATES



INNOVATION, PERFORMANCE, DEVELOPMENT, MONITORING: WHERE SUPPORT SERVICES EXCEL.

● **Logistics Directorate**

A First: Our CIUSSS Participates in Earth Day!

In honour of Earth Day, our institution unveiled a plan to plant 15 000 trees on facility grounds over the next two years. They also announced sustainable development programs and activities to benefit our community.



A major media event, held at St. Mary's Hospital Center, attracted a host of dignitaries and media, resulting in nearly 25 articles and reports.

752 TREES OF VARIOUS SPECIES PLANTED (COST: \$0)

77 879

PURCHASE ORDERS;
6% INCREASE



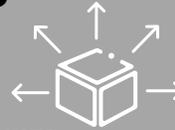
50 969

RIDES (AMBULANCE, ADAPTED TRANSPORTATION, TRANSPORTATION FOR RECREATIONAL ACTIVITIES AND DAY CENTRES); 21% INCREASE



446 728

DISTRIBUTION TRANSACTIONS TO THE UNITS AND OTHER SERVICES



10

URBAN BEEHIVES ON FIVE SITES - HONEY PRODUCTION



● **Financial Resources Directorate**

A Lot of Financial Transactions!

- Payroll department: 294 300 paychecks for more than 10 900 employees
- Accounts payable department: 147 000 invoices; 6 000+ suppliers; \$221M
- Billing, accounts receivable, trusts and cashier department: 103 000 invoices sent out
- Accounting department: reconciliation of 700+ statements of financial position

● **Information Resources and Biomedical Engineering Directorate**

Unwavering Support for Our Organization's Various Missions

- Deployment of medical equipment valued at nearly \$2M
- Technological infrastructure upgrade at Ste. Anne's Hospital
- Completion of more than 50 administrative and clinical projects
- Implementation of ministerial projects, including the Service Request Dispatch Centre, the Infectious Disease Protection Information System, telehealth, and the Québec Health Record



43 500

SERVICE REQUESTS



SUPPORT SERVICES
DIRECTORATES



WE ARE COMMITTED TO THE EFFECTIVE FUNCTIONING OF OUR ORGANIZATION.

● **Human Resources, Communications and Legal Affairs Directorate**



Inaugural Recognition Gala: Celebrating Excellence!

The first Recognition Gala was inspiring and glamorous, casting a spotlight on all new initiatives that benefit our community in a lively and moving ceremony.

We were proud to recognize the commitment, expertise and leadership of everyone in our CIUSSS, and acknowledge the tremendous effort it requires to implement the exceptional projects that have such a positive impact on the quality of care and services we deliver to the population.



● **Technical Services Directorate**

A Variety of Improvements

Hygiene-sanitation, laundry-linens:

- Laundry service for residents of the CHSLD de Dorval and Denis-Benjamin-Viger
- Training plan for new employees



Food services:

- Management of the canteen at Ste. Anne's Hospital
- Launch of *La Tablee des Chefs* project to reduce food waste at SMHC



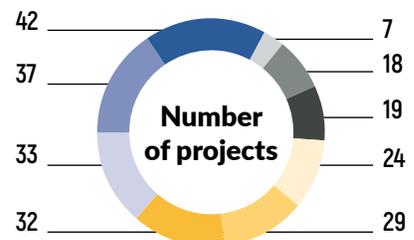
Physical facilities:

- Creation of a record of air-conditioning systems in our facilities
- Integration of Ste. Anne's Hospital's preventive maintenance program into the Octopus app



STATUS OF PROJECTS

- UNDER REVIEW
- CLOSING
- CONCEPTUALIZATION
- FINAL PHASE
- CALL FOR TENDERS
- COMPLETION
- POSTPONED OR STOPPED
- PRELIMINARY PHASE
- SIGNING OF CONTRACT



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