

**Travailler mieux
ensemble**

**Working
Smarter
Together**

***McGill University Health Centre
Board of Directors***

September 9, 2014

Centre universitaire
de santé McGill



McGill University
Health Centre



***Conseil d'administration
du Centre universitaire de santé McGill***

***McGill University Health Centre
Board of Directors***

Public Meeting

Le 9 septembre 2014 / September 9, 2014



***Conseil d'administration
du Centre universitaire de santé McGill***

***McGill University Health Centre
Board of Directors***

Claudio Bussandri

Président / Chairman

Le 9 septembre 2014 / September 9, 2014



Agenda

- 1 Call to Order**
- 2 Quorum**
- 3 Approval of the Agenda**
- 4 Chairman's Report**
- 5 Report of the Director General and CEO – N. Rinfret**
 - 5.1 Clinical Review: Glen Pharmacy Presentation – A. Bonnici
 - 5.2 Update on Glen project Status – W. Heuff
 - 5.3 Update by the DG and CEO on current matters
- 6 Consent Items Resolutions**
 - 6.1 Report of the MUHC Council of Physicians, Dentists & Pharmacists
 - Nominations Report
- 7 Question Period**
- 8 Termination**





***Conseil d'administration
du Centre universitaire de santé McGill***

***McGill University Health Centre
Board of Directors***

Normand Rinfret

Directeur général et chef de la direction /
Director General and Chief Executive Officer

Report of the Director General and CEO

Le 9 septembre 2014 / September 9, 2014



**Conseil d'administration
du Centre universitaire de santé McGill**

**McGill University Health Centre
Board of Directors**

André Bonnici

Chef, Département de pharmacie /
Pharmacist-in-chief, MUHC



Clinical Review – Glen Pharmacy

Le 9 septembre 2014 / September 9, 2014

Glen pharmacy

In a nutshell...

- Improvement in efficiency and safety using:
 - Robotics and automation
 - Bar code technology
- Improved medication access point-of-care automation INTERFACED with pharmacy e-profiles
- State of the art sterile IV rooms
- State of the art Oncology IV rooms
- State of the art compounding facilities for individualized oral syringes (ped)
- Specialized clinical pharmacist presence on patient care units and clinics
- Research pharmacy services within central pharmacy

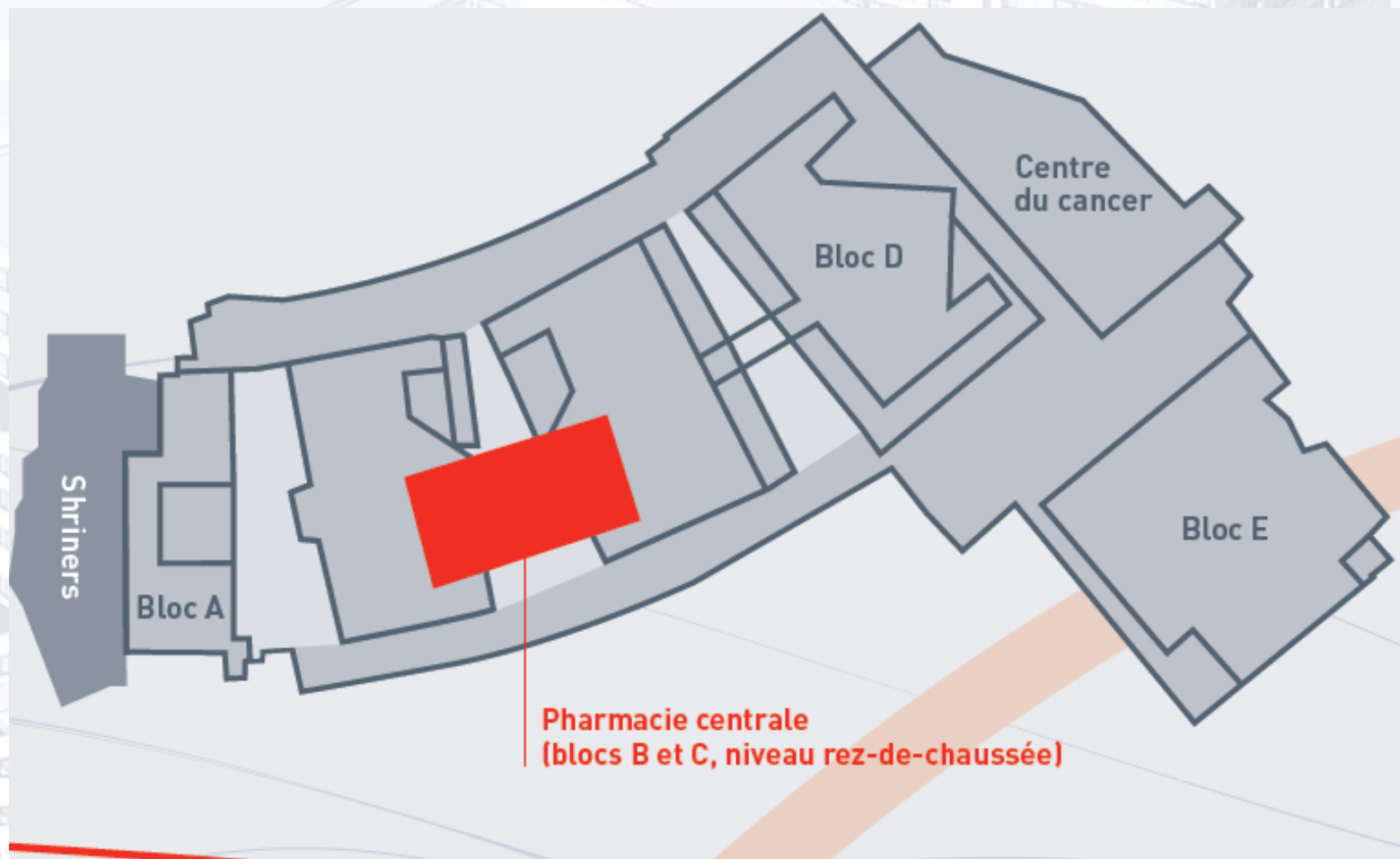
GLEN Pharmacy

- 1 main pharmacy (Ground floor)
- 4 Satellite Pharmacies:
 - ICU adults
 - Oncology Adults
 - NICU/PICU
 - Oncology peds
- GLEN services
 - Clinical pharmacists: medical, transplant, hem/onc, CCU, Peds
 - Medication dispensing all inpatient units
 - Medication stock replenishment: clinics, OR
 - MUHC Chemotherapy: Preps for Glen Cancer Center and MUHC sites (MGH, MNH)
 - Parenteral Nutrition for all MUHC

GLEN Pharmacy

- Opening hours (Main) 8:00 à 22:00
- Pharmacist and technician on call (1 adult + 1 Peds)
- 1 Robot -Rx
- 2 Pacmed (Pill packager)
- 2 Med-caroussels (inventory)
- 84 automated cabinets (1 per 12 beds + 1 per OR theater)
- 4 pneumatic tube systems connected to all floors and satellites. (1 per 12 beds+ clinics et satellites)
- 5 Sterile rooms for IV preparations
 - 3 regular/research,
 - 2 oncology)
- Prescriptions: FAXED/SCANNED FOR NOW UNTIL e-Prescribing (2015-16)

PLAN Pharmacie GLEN





La technologie au service de la distribution

- Le Robot-Rx automatise le processus de distribution des médicaments unidose. Il gère l'inventaire, la distribution et les retours des médicaments.
- Il gère les premières doses et les réapprovisionnements quotidiens à l'aide de la technologie des codes-barres. Évite erreurs.



Med Carousel

Gestion sécurisée des inventaires à la pharmacie



Cabinets automatisés

Accès immédiat et sécurisé aux médicaments aux unités de soins et anesth.



La technologie au service de la distribution

- Les AGV (Automatic Guided Vehicles) – Date à déterminer



Shriners

- Desservi par Glen (Adjacent au Childrens)
- Système informatique différent
- Cabinets automatisés différents
- Contrat de service en négociation...



Stats/prévision

CUSM PHARMACIE - SOMMAIRE

Site	#Ordonnances soins aigus estimés 2015-16 *	Hôpitaux de jours ord. chimio 2015-16 **	Pharmacie Budget 2015-16 (idem 2014-15)	Pharmaciens livre de postes FTE 2013-14	Pharmaciens livre de postes FTE 2015-16	Pharmaciens (réel) sept 2014	ATP + support FTE 2011-12	ATP+Sup port FTE 2015-16	Remarques
HME	202417	7274	6 811 705 \$	14,4	15,6	12,6	16,4	16,4	
HRV	945502	18457	58 879 000 \$	36	48,6	32	42,2	48,6	Transfert postes admin.
ITM	49919	0	(total adultes)	5	0	4	0	HRV	
Tot GLEN	1197838	25732		55,4	64,2		58,6	65	
	0	0							
HGM	1024130	24866	above	27,5	17,7	23	36,6	29,2	
HNM	108459	0	above	HRV	1	0	HRV	MGH	Couverture HNM : HGM
Lachine	257111	0	above	4	4	2	9	10	
GRAND TOTAL	2587537	50598	65 690 705 \$	86,9	86,9	73,6	104,2	104,2	

- *: Nombre d'ordonnances estimées basée sur une augmentation de 10 % du volume d'ordonnance par an, mais ajusté pour une diminution de lits de 950 à 832 (87% des lits actuels)
- Situation préoccupante au niveau des effectifs:
- 6,6 postes pharmaciens non-comblés
- 12 congés de maternités pharmaciennes en cours ou prévus, 13 maternités techniciens,
- 65% des effectifs sont des femmes de moins de 45 ans...

What was done in preparation for the move in the past 3 yrs?

- Extensive process reviews:
 - Sterile IV rooms: Order of pharmacists visit, complete process reviews
 - Oral medication (24h cart , Uni-dose packaging)
 - Nurses Electronic Medication administration sheets
 - Automated cabinets on certain units
 - Harmonization of clinical practice

Projet “circuit du médicament “

- Divergent and outdated clinical practices and tools were present across the MUHC
- Timing was right – redevelopment project
- Opportunity – Government priority and funding technology
- Complex, multifaceted project involving all MUHC sites requiring bundling of practices and direct involvement of many different professionals and departments
- Complete project management team from the **Transition Support Office (TSO) in place October 2011**
- Implementation across all sites
- Overall project was a MAJOR SUCCESS and allowed us to standardize practices and these will be present at the GLEN and uniform across ALL MUHC sites

Activation

- Période du 1^{er} oct 2014 au 26 avril 2015
 - Inspection/Préparation des lieux physiques
 - Tests des appareils (tous, incluant alarmes frigos!)
 - Tests des processus (fax Rx, routes livraisons)
 - Remplissage / inventaire (Pharmacie, cabinets, salles de médicaments d'étage, chariots de médicaments)

Premiers activateurs - Pharmacie

- 9 équipes – 29 personnes:
 - Gestion - Coordination
 - Gestion de stock – Robotisation
 - Informatique – Télécommunication – Mobilier
 - Produits stériles – Hottes, réfrigérateurs
 - Satellite – Soins intensifs adultes
 - Satellite – Soins intensifs pédiatriques
 - Satellite – Hémato-oncologie adulte
 - Satellite – Hémato-oncologie pédiatrique
 - Recherche

Calendrier

Étape		Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15
Gr 1	Gestion - Coordination							
Gr 2	Gestion de stock - Robotisation							
Gr 3	Telecommunication - Informatique							
Gr 4	Hottes, salles IV							
	Remplissage médicaments salle IV							
	Scénarios opérationnels IV							
Gr 5	Inspection satellite SI adulte							
	Remplissage médicaments satellite SI adulte							
	Scénarios opérationnels satellite SI adulte							
Gr 6	Inspection satellite SI pédiatrique							
	Remplissage médicaments satellite SI pédiatrique							
	Scénarios opérationnels satellite SI pédiatrique							
Gr 7	Inspection satellite Onco adulte							
	Remplissage médicaments satellite Onco adulte							
	Scénarios opérationnels satellite Onco adulte							
	Processus et formation caméras adulte							
Gr 8	Inspection satellite Onco pédiatrique							
	Remplissage médicaments satellite Onco pédiatrique							
	Scénarios opérationnels satellite Onco pédiatrique							
	Processus et formation caméras pédiatrique							
Gr 9	Inspection secteur Investigation							
	Remplissage médicaments secteur Investigation							
	Scénarios opérationnels secteur Investigation							
	Go-Live							

Conclusion

- Improved safety and efficiency using automation and robotics over last 3 years
- State of the art facilities for IV preps and compounding at Glen
- Pharmacy clinical services ``Leaders``
- Model in pharmacy for the province and Canada
- Ready for the Historical BIG DAY!

« Life is like riding a bicycle, to keep your balance, you need to keep moving »

Albert Einstein





2  15

Questions?



Thank you



***Conseil d'administration
du Centre universitaire de santé McGill***

***McGill University Health Centre
Board of Directors***


Wayne Heuff

Glen Project Status

Le 9 septembre 2014 / September 9, 2014



Key Topics for Today

- Substantial Completion of Construction
 - Start of Activation by MUHC
 - Incomplete work
 - The Claim for Compensation
 - The relationship with our PPP partner
 - The next 30 years.....
- 



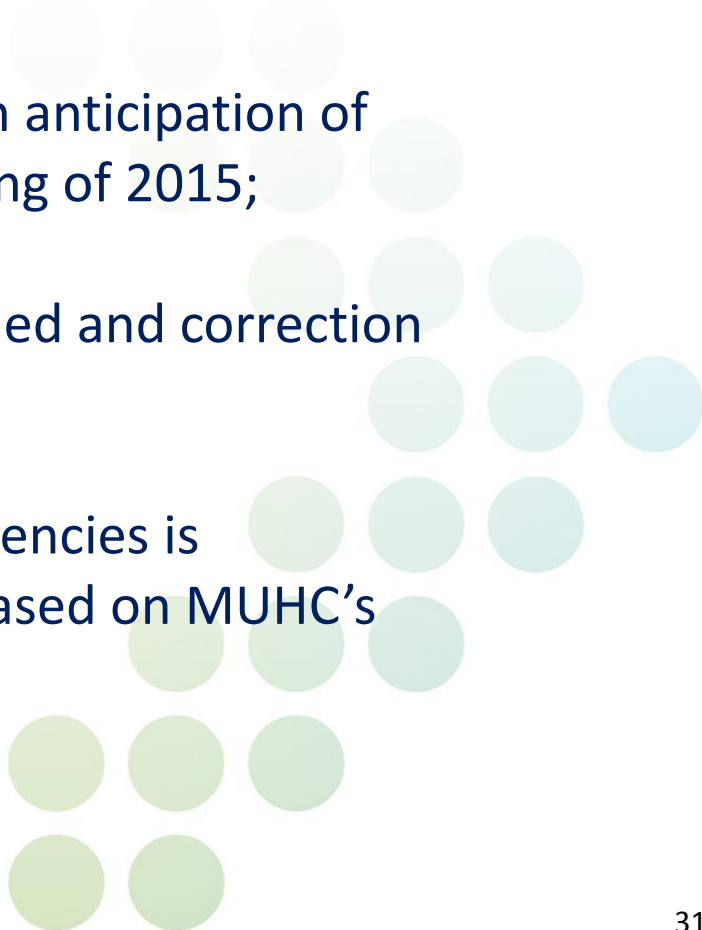
Major Milestones

- Substantial completion scheduled for September 30, 2014;
 - Activation begins October 1, 2014;
 - Research Institute moves in February, 2015
 - RVH moves in April, 2015
 - MCH moves in May, 2015
 - MCI and MGH move in June, 2015
- 



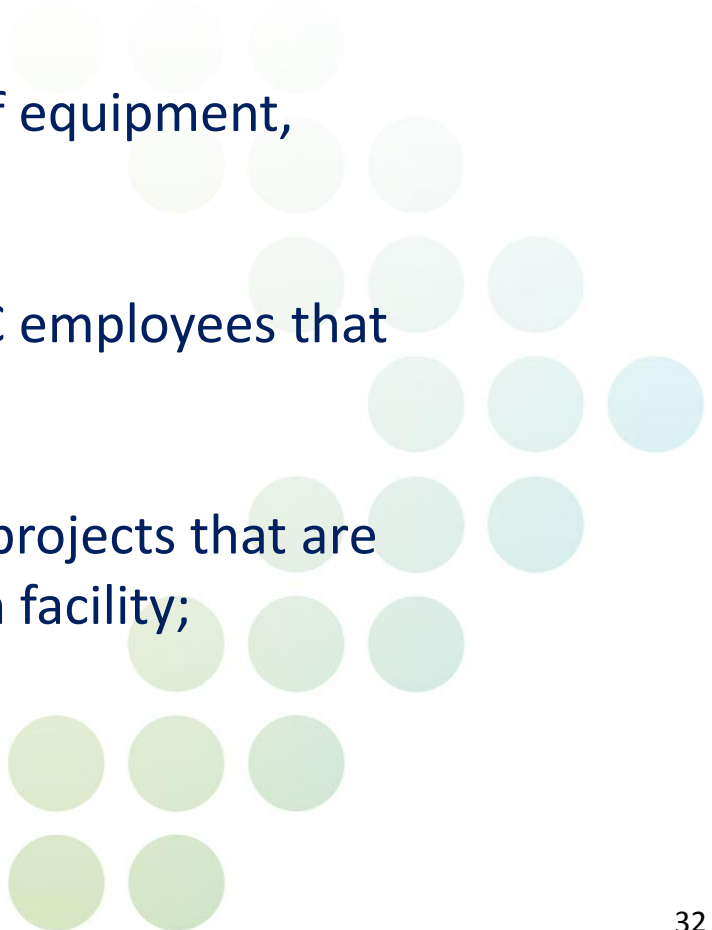


Substantial Completion

- The facility can be used for its intended purpose notwithstanding minor deficiencies;
 - Activation by the MUHC can begin in anticipation of the moves that will occur in the spring of 2015;
 - List of minor deficiencies is established and correction of same begins;
 - Timing for correction of minor deficiencies is established with the PPP partner, based on MUHC's requirements.
- 




The Activation Period

- Correction of deficiencies and incomplete work by the PPP partner;
 - Final deliveries and clinical testing of equipment, systems, etc.
 - Training and orientation of all MUHC employees that will work at the Glen site;
 - Several MUHC construction related projects that are essential for the opening of the Glen facility;
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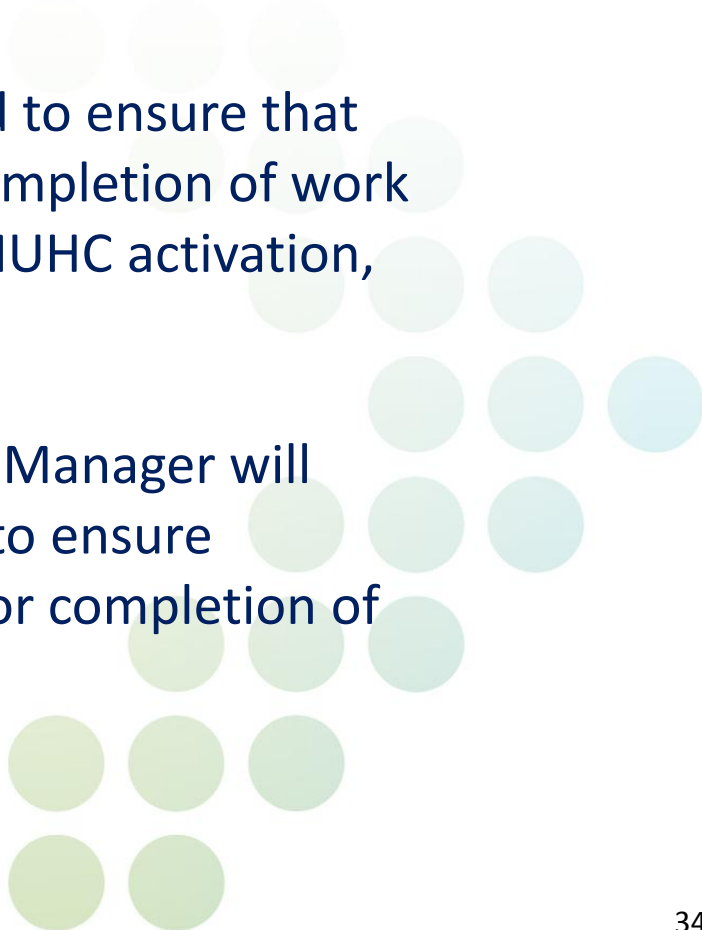


Activation Planning Teams

- More than 750 MUHC employees are currently working on activation plans in anticipation of the start of the activation period;
 - Activation Group includes Clinical personnel, Research Institute employees and various support groups from the MUHC;
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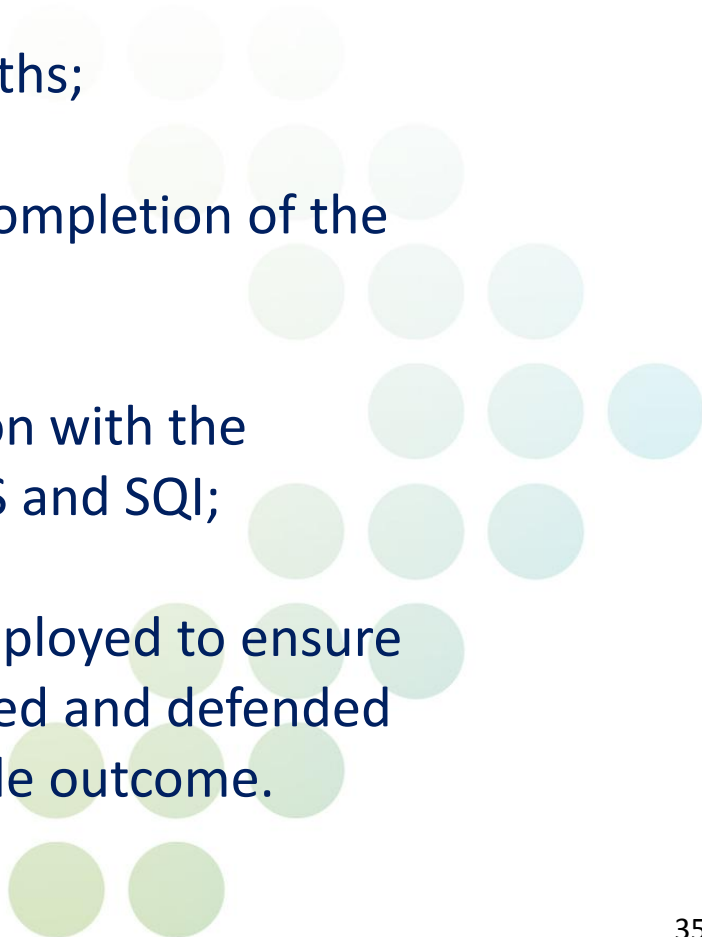


Incomplete Work

- Normal for a project of this nature to have minor deficiencies and some incomplete work;
 - Completion dates will be established to ensure that the correction of deficiencies and completion of work will not have a material impact on MUHC activation, move or opening;
 - MUHC project team and the Project Manager will monitor the PPP partner's progress to ensure compliance with contractual dates for completion of all such work.
- 

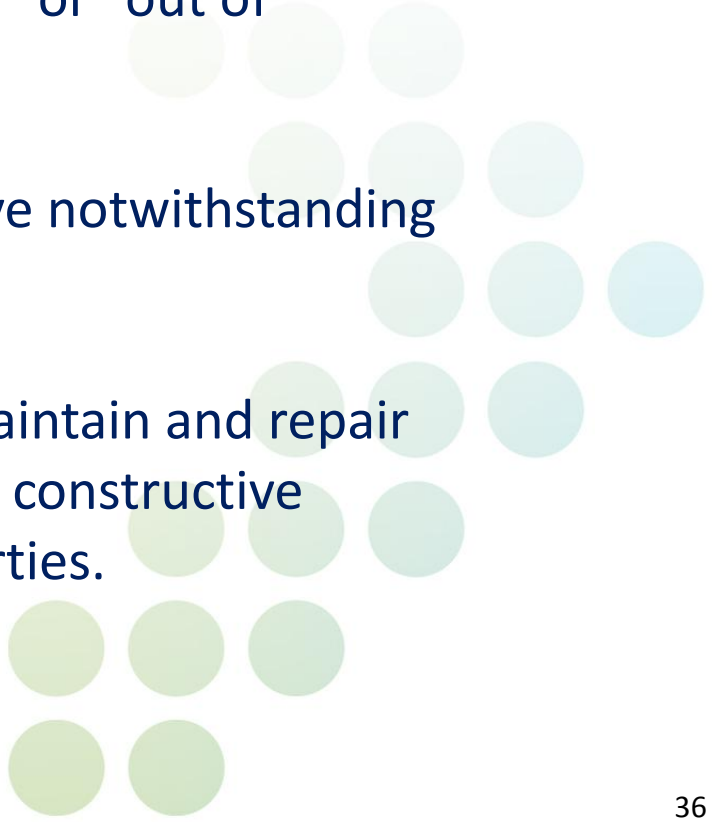


The Claim for Compensation

- Discussions continue with a review to resolve on a negotiated basis;
 - Will likely require several more months;
 - Current focus of both parties is on completion of the project;
 - The MUHC is working in collaboration with the Executive Director's office, the MSSS and SQI;
 - Appropriate resources have been deployed to ensure our interests are properly represented and defended and that we achieve the best possible outcome.
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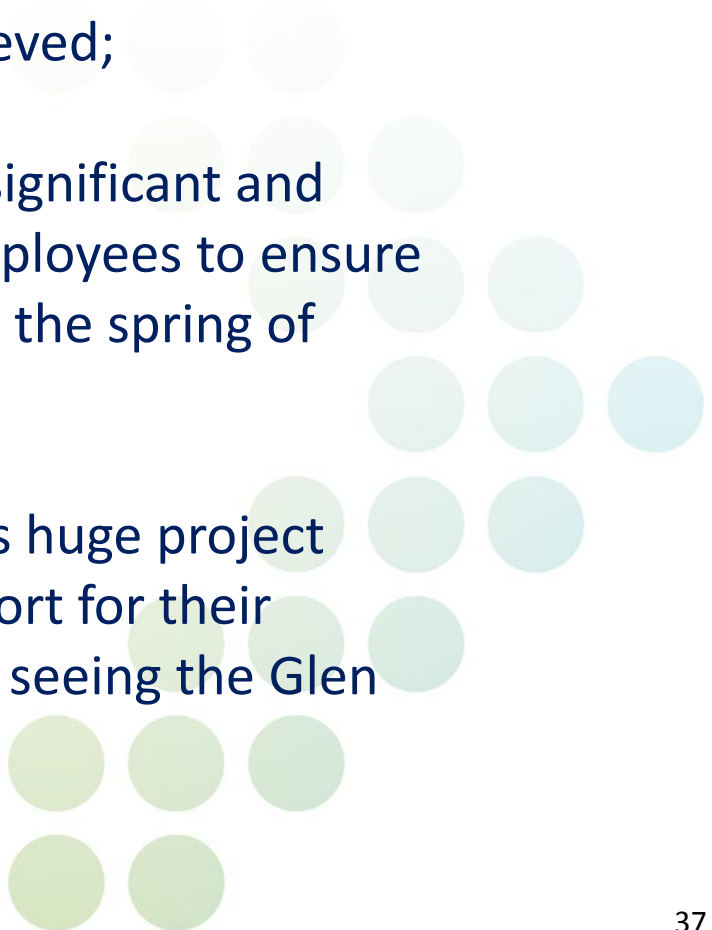


The Relationship with GISM

- There remains some contentious issues to be resolved with our PPP partner, including, the administrative framework regarding incomplete work; differences as to whether certain work is “in scope” or “out of scope”.
 - The relationship remains constructive notwithstanding said differences;
 - Over the next 30 years, GISM will maintain and repair the facility and as such, preserving a constructive relationship is important to both parties.
- 



In Summary.....

- There remains some challenges to attain substantial completion on September 30, 2014; we remain optimistic that this date will be achieved;
 - The activation period will require a significant and concerted effort by many MUHC employees to ensure a successful transition to the Glen in the spring of 2015;
 - All MUHC employees involved in this huge project deserve your appreciation and support for their efforts to date and those to come in seeing the Glen project to a successful completion.
- 



5.3 Update by the DG and CEO on current matters

Clinical Activities

- Collaboration meeting with the Jewish General Hospital
- Meeting with *CSSS Ouest de l'île*

Network Activities

- Update on *Métropole en Action*

Varia

- Nomination of Director of the Centre for Applied Ethics
- *Vérificateur général du Québec*



5.3 Update by the DG and CEO on current matters

UPCOMING EVENTS

September

- **16th & 17th** – Montreal General Heritage Exhibit (MGH-Livingston Hall)
- **18th** – Cedars Cancer Institute 25th Anniversary Tribute (Gwen Nacos)
- **19th** – The Vic's Last Call Celebration (RVH-H4)
- **20th** – Cedars CanSupport Dragon Boat Race
- **29th** – MDC Awards of Excellence

October

- **3rd** – ISAI 7th Annual Conference
- **8th** - The Vic's Got Talent! Art Exhibit/ Auction (RVH-H4)
- **9th** – Montreal Chest Institute's Family Celebration (MCI Cafeteria – 2nd floor)

November

- **11th**– Royal Victoria Hospital Clinical Heritage Exhibit (RVH-H4)
 - **30th** - MUHC Family Day and Hockey Match at the Bell Centre
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Consent Items Resolutions





Consent Items Resolutions

- 6.1** ***Report of the MUHC Council of Physicians,
Dentists & Pharmacists***
- ***Nominations Report***

Under TAB 12

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- Question Period
 - Termination
- 





Thank you!



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