



# **Séance publique du Conseil d'administration du CUSM**

***Public Meeting of the  
McGill University Health Centre  
Board of Directors***

**2022-03-21**

**Via ZOOM**



# Peter Kruyt

## Président du conseil d'administration / *Chairman MUHC Board of Directors*

1. Mot d'ouverture du président / *Chairman's Opening Remarks*
2. Approbation de l'ordre du jour / *Approval of the Agenda*
3. Approbation du procès-verbal / *Approval of the Minutes (2022-01-28)*
4. Affaires découlant du procès-verbal / *Business Arising from the Minutes*
5. Approbation des résolutions / *Approval of Resolutions*
6. Rapport du président-directeur général / *President and Executive Director's Report*
7. Présentation / *Presentation*
8. Varia
9. Période de questions / *Question Period*
10. Mot de clôture du président et levée de la séance / *Chairman's Closing Remarks and Adjournment*



## 4. Business Arising from the Minutes

Any matters of business arising will be covered in the report of the President and Executive Director

- Forecast for financial year-end



## **6. Rapport du président-directeur général**

***President & Executive Director's Report***

# 6. Mise à jour par le président-directeur général



## Pandémie COVID-19

- Épidémiologie
  - Provinciale, régionale et locale
- Assouplissements des mesures sanitaires (12 mars 2022)
- Les règles relatives au port du masque sont toujours en vigueur
- Fermeture des cliniques de vaccination
  - Population (26 février) et patients ambulatoires (4 mars)
  - Plan de réactivation en cas de besoin (15 avril); mais la vaccination sera offerte aux travailleurs de la santé uniquement



# 6. Mise à jour par le président-directeur général

## Projets de modernisation

- Hôpital de Lachine
  - Rétablissement de l'accueil aux ambulances à l'urgence pendant la journée, de 7 h 30 à 19 h 30, sept jours par semaine à partir du 28 février 2022
  - Présentation du projet de modernisation de l'Hôpital de Lachine
    - Aux employés (le 23 février)
    - À la population (le 28 février)
- Le Neuro
  - Développement sur l'inscription du projet au Plan québécois des infrastructures (PQI)



## 6. Mise à jour par le président-directeur général

### Le CUSM sur la scène provinciale et internationale

- Symposium « *Demystifying Quebec's Health Care System* »  
McGill University  
⇒ February 18, 2022
- Symposium « *Bâtir ensemble le système de santé apprenant du Québec* »  
Unité de soutien SSA Québec  
⇒ 24 mars 2022
- Webinaire « *Les enjeux de la transformation du Réseau de la santé* »  
Desjardins – Caisse du réseau de la santé  
⇒ 12 avril 2022
- *AAHC Global Innovation Forum 2022*  
Association of Academic Health Centres  
⇒ May 1-3, 2022





# 6. Mise à jour par le président-directeur général

## Déclaration de mises sous garde

### Périodes financières 10 à 12

- Préventives : 142
- Provisoires : 77
  - Présentées au tribunal, mais pas nécessairement exécutées (désistements et quelques dossiers pas accordés)
- Autorisées en vertu de l'article 30 du CCQ : 33

*Prochaine déclaration à la séance publique du conseil  
d'administration le 13 juin 2022*





# 6. Report of the President & Executive Director

## Recruitment to Fill Senior Positions

- Director of Nursing  
⇒ *Alain Biron*
- Director of Professional Services (currently posted)

# 6. Mise à jour par le président-directeur général



## Nominations et reconnaissances

- Le programme de greffe de cellules souches et le programme de thérapie cellulaire des effecteurs immunitaires du CUSM sont accrédités par la *Foundation for the Accreditation of Cellular Therapy* (FACT)
- Une des dix découvertes de l'année 2021 sélectionnées par la revue *Québec Science* : un traitement prometteur pour le cancer du sein triple négatif
  - ⇒ Dr Jean-Jacques Lebrun et son équipe
- Présidente d'honneur lors du symposium annuel de la *World Federation of Neuroradiological Societies*, en reconnaissance de ses contributions substantielles à la neuroradiologie au niveau international
  - ⇒ Dre Raquel del Carpio-O'Donovan

# 6. Report of the President & Executive Director



## Varia

- Visit of the Glen site by the Japanese Consulate General (February 23)
- Update on External Audit for the Central Users' Committee (CUC)
- Situation with Ukraine
  - ⇒ Welcoming of Ukrainian refugees
  - ⇒ Medical coverage for refugees
  - ⇒ Support, including the donation of medical equipment and supplies to international organizations with experience in the management of humanitarian projects



# **7. Présentation**

## ***Presentation***



# Improving Patient Communication

An MUHC Priority Project

March 21, 2022



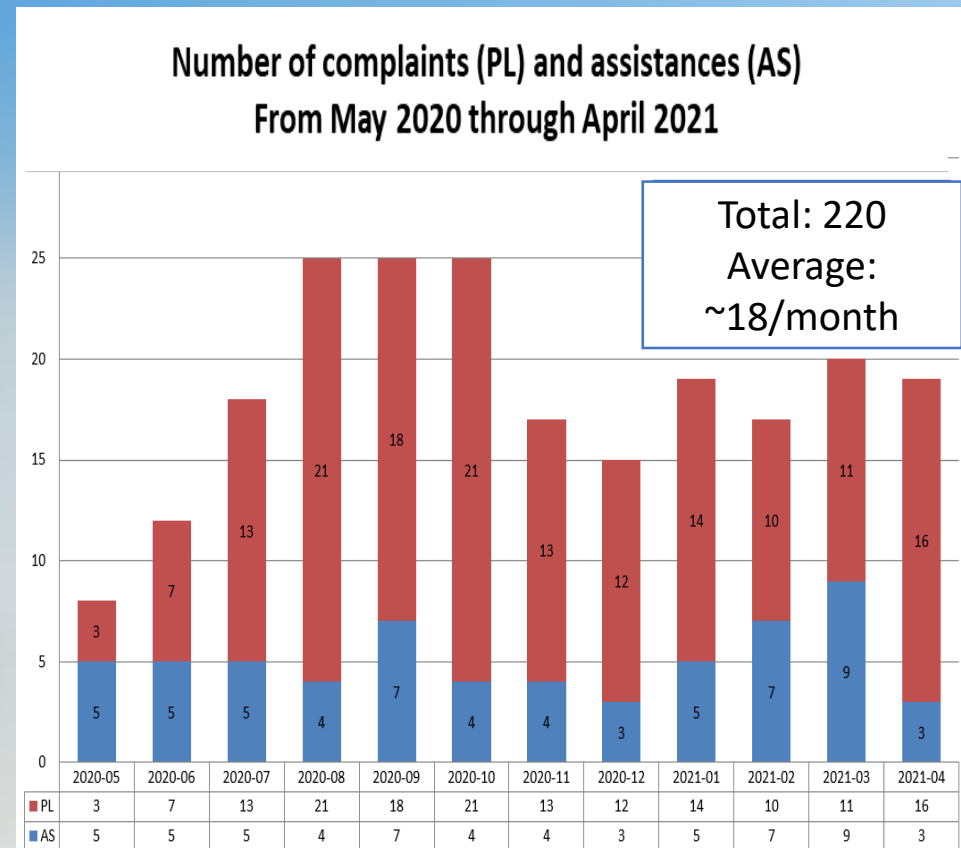
# Presentation Points

- Why are we here today?
- How did we get here?
- How do we plan to address this?
- What steps are we going to take?
- What else are we doing?
- What will the new patient experience be?



# Why Are We Here Today?

- Many patients have reported issues communicating with the MUHC, primarily:
  - Long wait for the phone to be answered
  - Unanswered calls
  - Misdirected phone calls
  - Difficulty booking and changing appointments
  - Difficulty having clinical concerns addressed







# How Did We Get Here?

**The issues that have led to this situation can be broadly summarized as:**

- Telephone is the primary communication tool at the MUHC, both internally and with patients.
- Lack of standardization of telephony processes.
- MUHC's current phone system cannot keep up with current needs and volumes.





# How Do We Plan to Address This?

## **Our vision:**

- Simplify the user experience by standardizing and harmonizing our systems and processes
- Implement modern technologies to provide our patients with multiple means of communication





# What Steps Are We Going to Take?

**We have created a 36-month  
roadmap with 8 well-defined  
projects that will help us achieve  
our mission**



# The 8 Projects

## 1. Unmask the MUHC phone number

- As of January 18, 2022, when the MUHC make a call, **514-934-1934** appears on call display. Previously the phone number appeared as No Caller ID, which led to unanswered and blocked calls.

Excellente  
idée



Bravo  
MUHC!

Finally

- Feedback on social media has been overwhelmingly positive and indicates that patients have been waiting a long time for this change.



# The 8 Projects

## 2. Implement a new phone system

- Workgroup to standardize management of calls in preparation for the implementation of the new phone system
- Run a diagnostic of existing system
- Define improvement plan and set priorities
- Identify risks and challenges
- Make recommendations

Client Experience

Human Resources



Technology

Business Processes





# The 8 Projects

## 3. Update the MUHC Web page

- Update information
- Integrate a new and improved search engine

## 4. Implement SMS and e-mail communication

- SMS and E-mail appointment reminders and confirmation
- Provide E-mail as an additional means of communication for patients

## 5. Create an Appointment Reservation Centre for each clinical mission

- Standardize appointment booking practices
- Staff will have more specialized knowledge
- Provide an improved appointment management process for patients being treated in multiple clinics





# The 8 Projects

## 6. Phone book

- Update and improve the MUHC's Internal phone book
- Create a public phone book on the MUHC Web page

## 7. Appointment self-management system

- Will enable current patients to book and manage their appointments on the MUHC Web site

## 8. Integrate a Chatbot on the MUHC Web page

- Faster information seeking and support







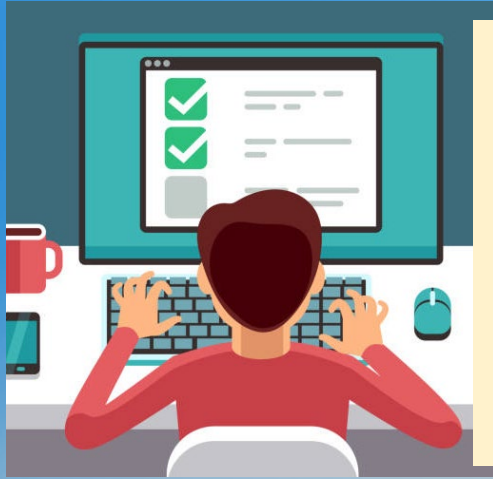
# What Else Are We Doing?

## Other initiatives at the MUHC to improve patient communication

- **Deployment of an MUHC access policy**
  - Rigorous and standardized process for the booking of appointments
  - Rigorous process for the management and monitoring of waitlists to eliminate confusion
- **Continuous improvement projects in clinics**
  - Pilot project: Improving patient remote access (phone, online) to MGH GI/IBD clinics
    - This clinic was selected, as it had the highest volume of access complaints
    - Pilot project was very successful in identifying the causes of access issues
  - The lessons learned from this project have provided a framework that will be rolled out for use by other clinics to improve their patient access

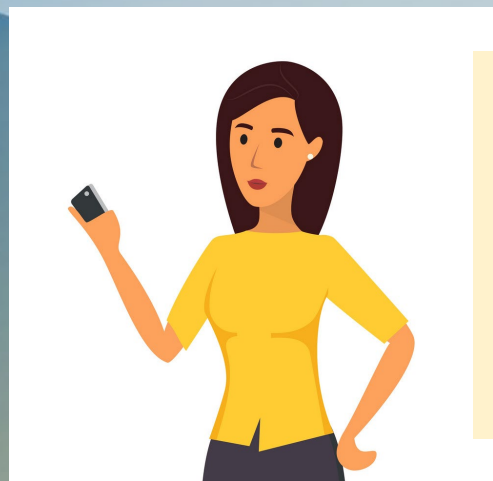


# What Will the New Patient Experience Be?



## On the MUHC's Web site, patients will:

- Find easily general information and frequently-asked questions about MUHC services
- Find up-to-date phone extensions for MUHC services
- Access and manage their appointments
- Interact with an automated system to have their questions answered



## On their phone, patients will:

- See when the MUHC is calling them
- Receive automated text messages related to their appointments
- Reach easily the desired service or employee through an updated and standardized directory



**Thank You!**



## **8. Période de questions**

### ***Question Period***



## **9. Mot de clôture et levée de la séance** ***Closing Remarks and Adjournment***