



St. Mary's Hospital Foundation Annual General Meeting

Montreal West Island Integrated University Health and Social Services Centre (IUHSSC)

Ms. Lynne McVey, President & CEO

October 21, 2020

COVID-19: Better Together In Unprecedented Times



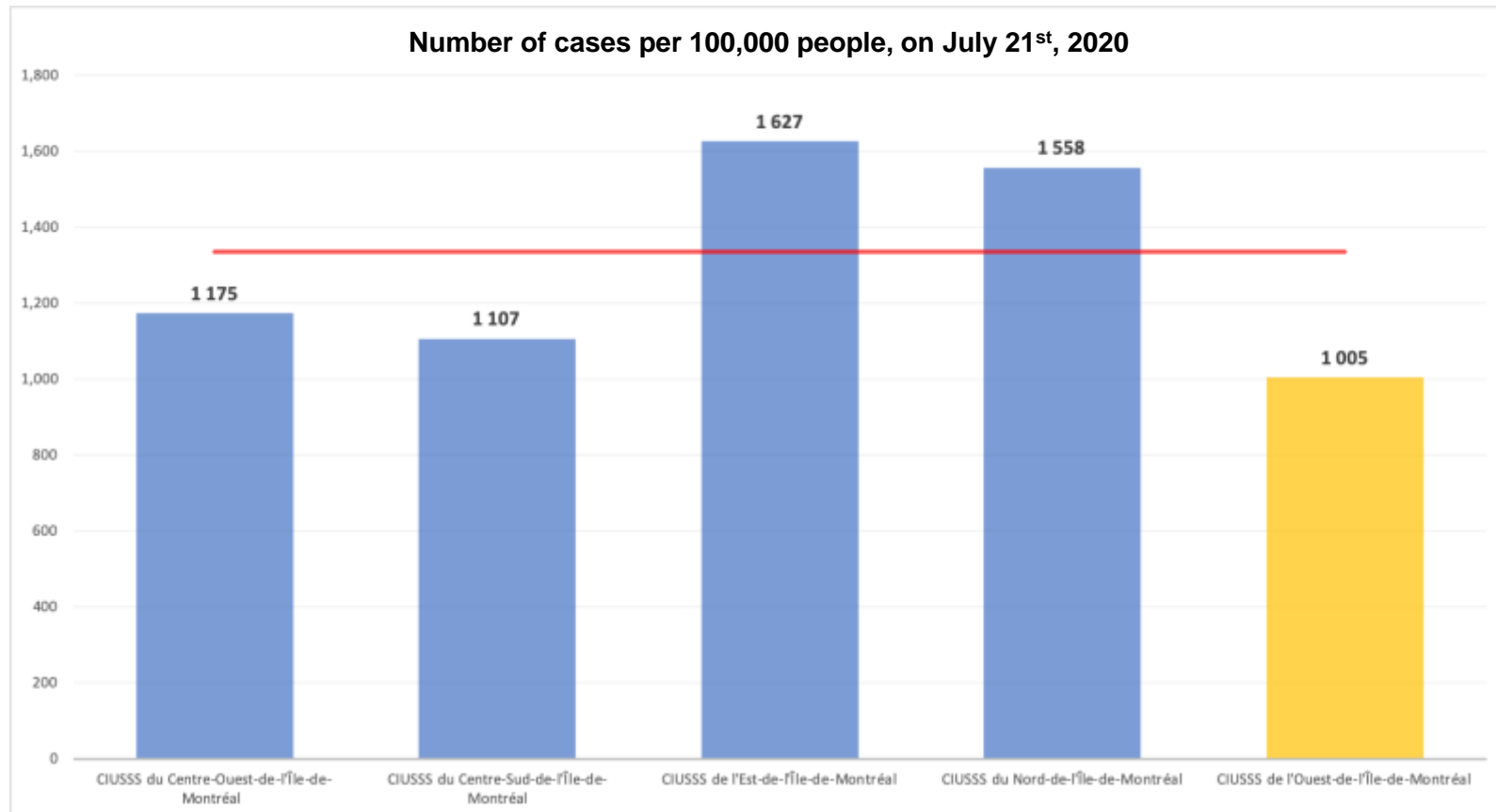
- On March 13th, we fell under the governance of a new Public Health law
- Our first role: save lives and prevent the transmission of the virus
- Common objective: the wellbeing of staff and patients of St. Mary's Hospital Center
- Applying lessons learned from the first wave
- Plan for the second wave
- Initiatives by St-Mary's teams in response to the pandemic and for the full functioning of all clinical activities as we face the 2nd wave of the pandemic

Mary's Hospital was opened in the mid-1930s and described as a "monument to English Catholicism in Montreal". It, too, was a massive purpose-built hospital, a monument to the growing faith in medical science.

Courtesy of the Canadian Healthcare Association. From *The Canadian Hospital*, February 1935, p. 5.

1st Wave in Numbers Per 100,000 people

Cumulative for the 5 Montreal IUHSSC during the 1st Wave

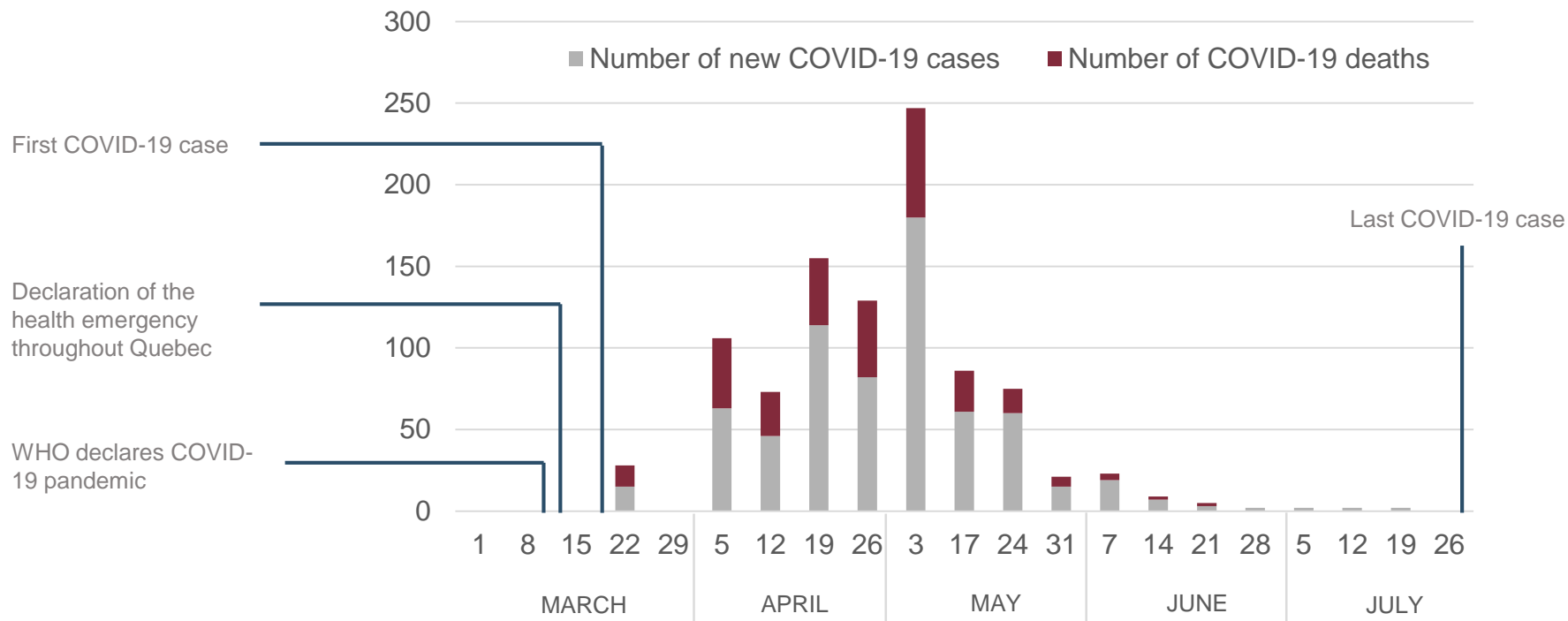


1st Wave in Numbers

Residences – Elderly

- 1,618 COVID-19+ residents throughout 57 residences;
- 620 deceased residents throughout 37 residences.

Residences	COVID-19+	Deaths
Public CHSLDs	669	292
Private non-conventioned CHSLDs	241	81
Private CHSLD	239	141
Private Residences	398	97
Alternative Resources	71	9



Data up to July 31st, 2020 – Last day of the 1st wave



Lessons Learned from the First Wave

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

Québec 

Organisational Assessment

Tactical, Operational, and Strategic

Actions taken between July and September 2020

Tactical and operational diagnosis carried out by the Multidisciplinary Services, Quality, Performance and Population Responsibility Directorate

10 themes, challenges, contributing factors, "wins" were discussed;
115 people were consulted

Ishikawa Evaluation
(performed by the firm *Createch*)

Contributing factors to the propagation, causes of deaths;
188 employees were consulted

HEC Survey
Express Yourself – Special COVID-19 Edition

Concerns were expressed by **all employees**

Consultations and survey of doctors and pharmacists

176 doctors/pharmacists surveyed;
8 medical groups of St. Mary's Hospital Center consulted

Evaluation of management

External consultation
(performed in September 2020)

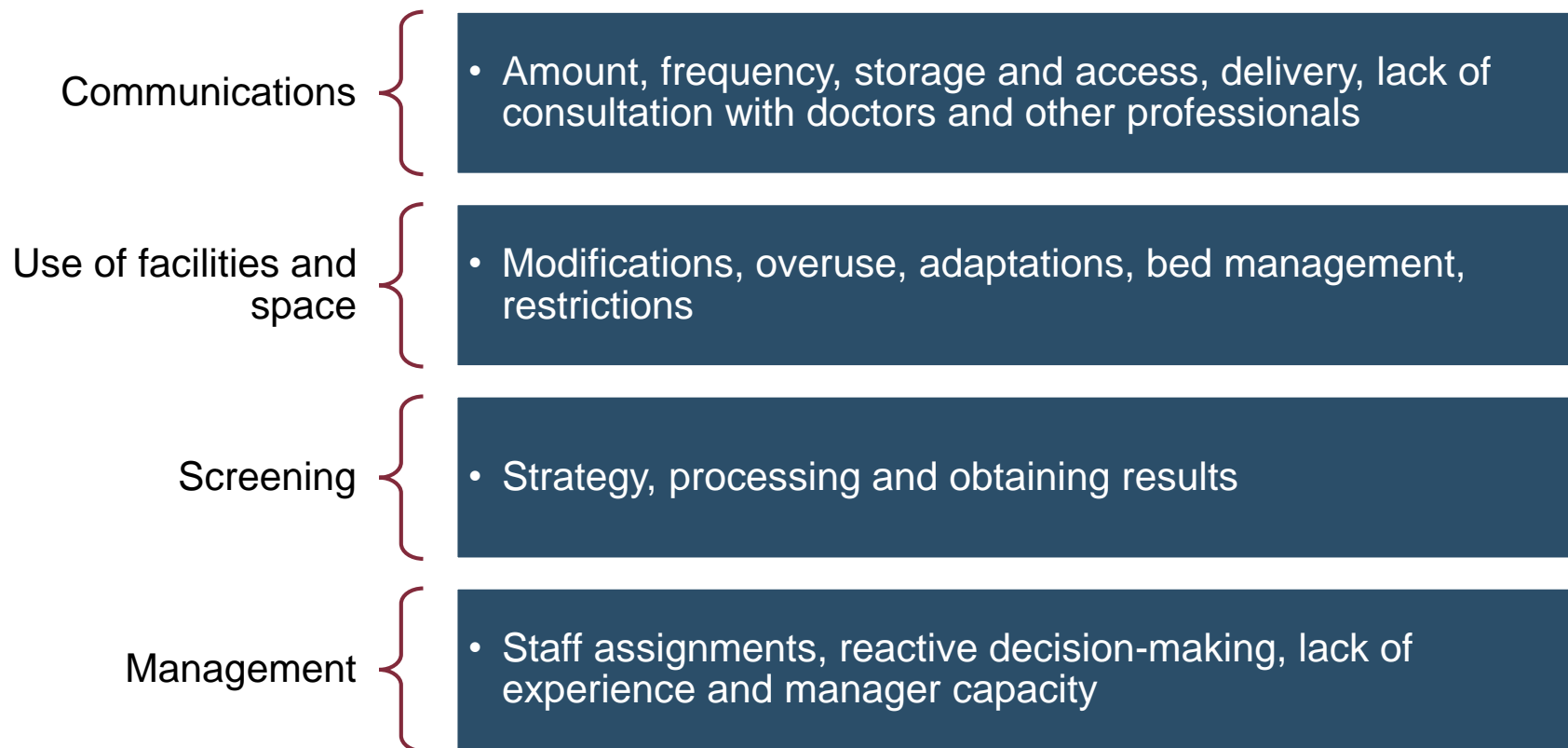
Main Findings – Challenges

Main issues found during the organization-wide assessment:



Main Findings - Challenges

Main issues found during the organization-wide assessment (con't):



Main Findings – Strengths

Strong Points: Communications and Infection Prevention and Control



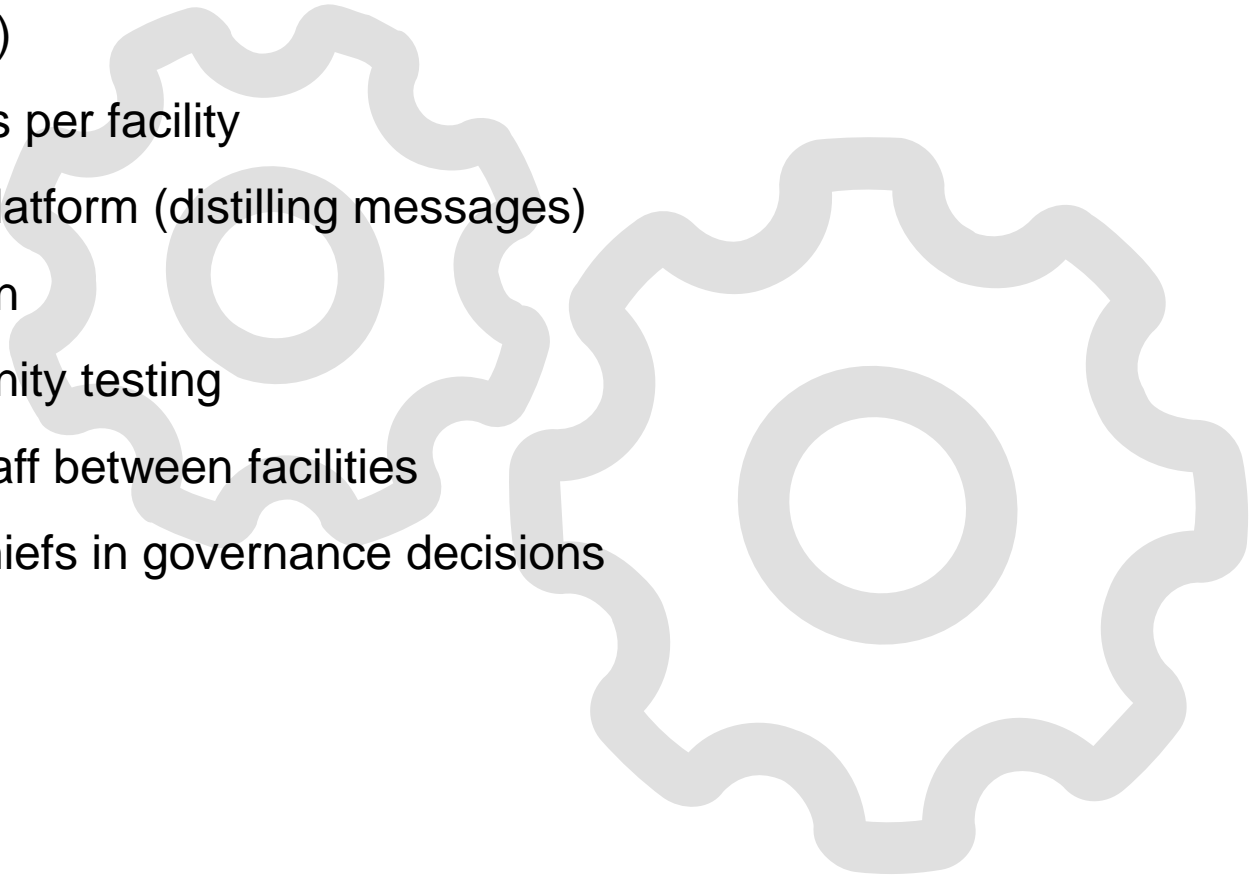
- Regular information sessions for employees and managers
 - Daily management committee meetings
 - Regular CEO meetings with elected officials and union representatives
 - Electronic tablets for St. Mary's Hospital Center emergency room patients
-
- IPC training for instructors/facilitators and staff, audits and COVID-19 Agents in hospitals and CHSLDs
 - Joint information and training sessions focused on implementing IPC policies and procedures from the *Commission des normes, de l'équité de la santé et de la sécurité du travail* (CNESST)
 - PPE: private long-term care residences served by our organization through a "push" (calculation of needs based on several fluctuating factors) or "pull" (electronic form) system



Plan for the Second Wave

Plan for the 2nd Wave of the Pandemic: 8 Components

1. Manager assigned to each facility
2. Local action groups
3. Inventory (4 months)
4. Information sessions per facility
5. High performance platform (distilling messages)
6. Local simulation plan
7. Large-scale community testing
8. Eliminate moving staff between facilities
9. Involving medical chiefs in governance decisions

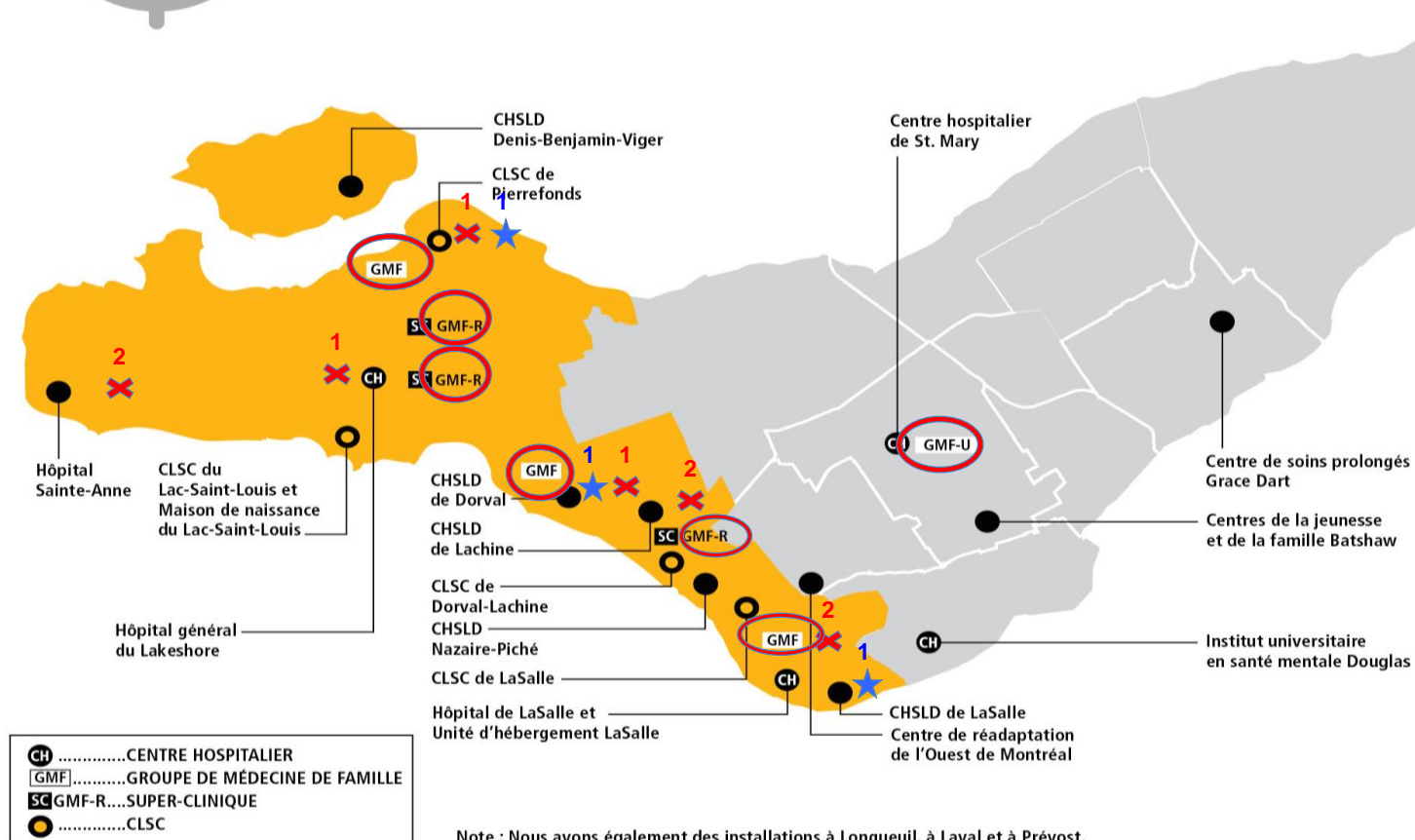


2nd Wave: Current Situation and Projections

Medical Coverage of Long-term Care Facilities



A Snapshot of our Facilities



Initiatives at St. Mary's Hospital Center

The **Department of Specialized Medicine at St. Mary's Hospital Center** has taken the lead in preparing for the second wave

- Multiple teams, including physicians, are actively involved
- The 8th floor will be converted into a COVID-19 unit and staffed by the Department of Medicine
- Construction to convert 4-bed rooms into single rooms and create an extra nursing station
- Equipment has been purchased for several rooms to generate negative air pressure to prevent the spread of the virus
- Bedside equipment has been ordered to prevent sharing of personal protective equipment inventory
- Staff has received training in personal protective equipment use
- The teams are taking part in simulations to test procedures

The **modular building** will be converted into an outpatient clinic

We are **updating screening protocols** for visitors and patients

The **Local Action Group meets daily** to respond to local issues

Local Action Group

St. Mary's Hospital
Center

Chantal Vincelette

Marie-France
Brizard

Rosalba Guarnieri

Dr Michael BonnyCastle
Dr Benjamin Schiff
Dr Robert Hemmings (in support)

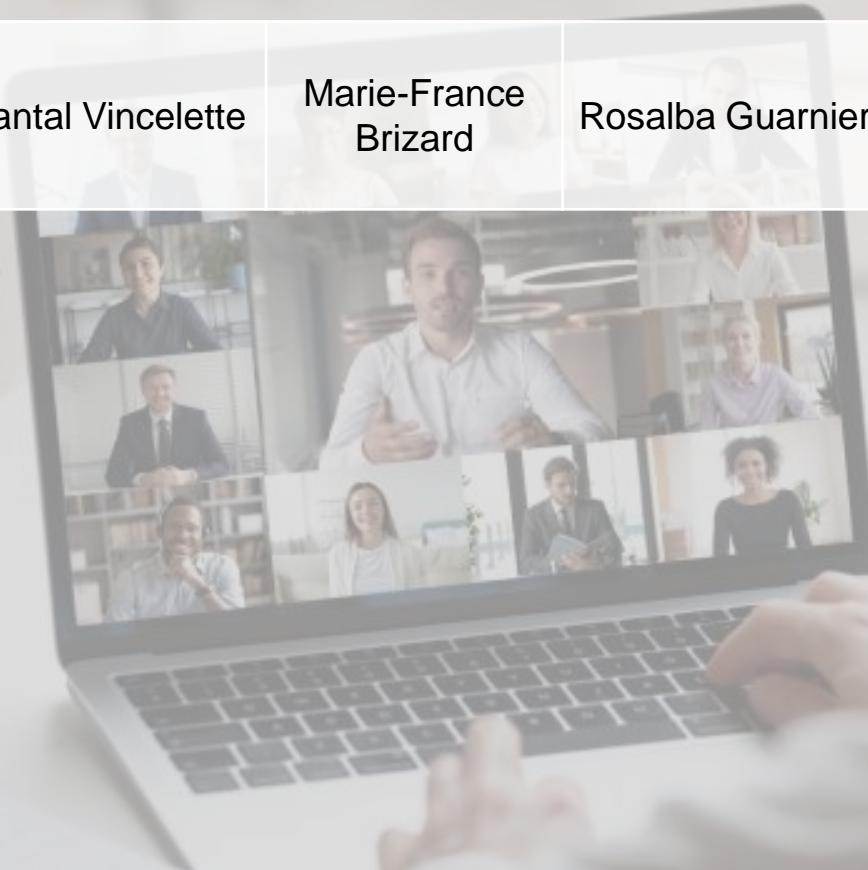


Photo : NBC Los Angeles

St. Mary's Hospital Center's Maternity Unit

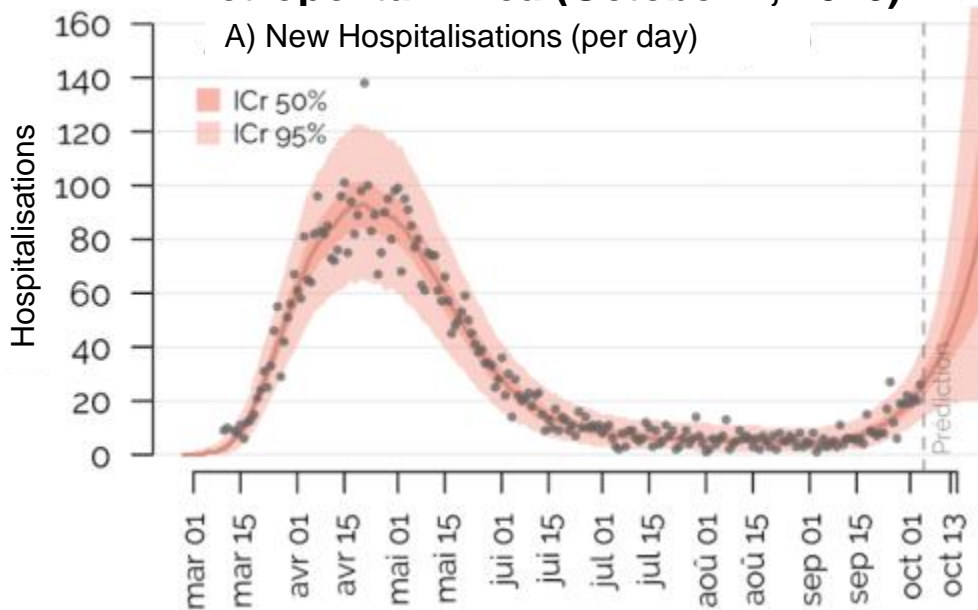
- The maternity unit has converted two delivery rooms into negative pressure chambers.
- The postpartum and neonatal unit is working on the installation of isolation areas to safely accommodate our clients who receive a positive COVID-19 diagnosis during their hospitalization.
 - Protection screens (*Plexiglass*) were installed in the Women's Clinic's outpatient areas to reduce the risk of contamination in the restricted waiting area.
- The emergency department has submitted renovation plans for the addition of 6 new stretchers in negative pressure rooms 6-11.
- Transformation of the operating room into a negative pressure room in order to safely intubate and extubate patients awaiting results or with risk of contagion.
- Installation of a pre-sorting system for patients at the main entrance with reinforcement of infection prevention and control measures by security agents.
- Installation of a temporary shelter in the near future to reduce the exposure of clients to bad weather. Installation of a screening clinic for positive patients in the emergency room with a treatment area.
- Pre-sorting at the entrance to the FMG by FMG personnel for their ambulance clientele.



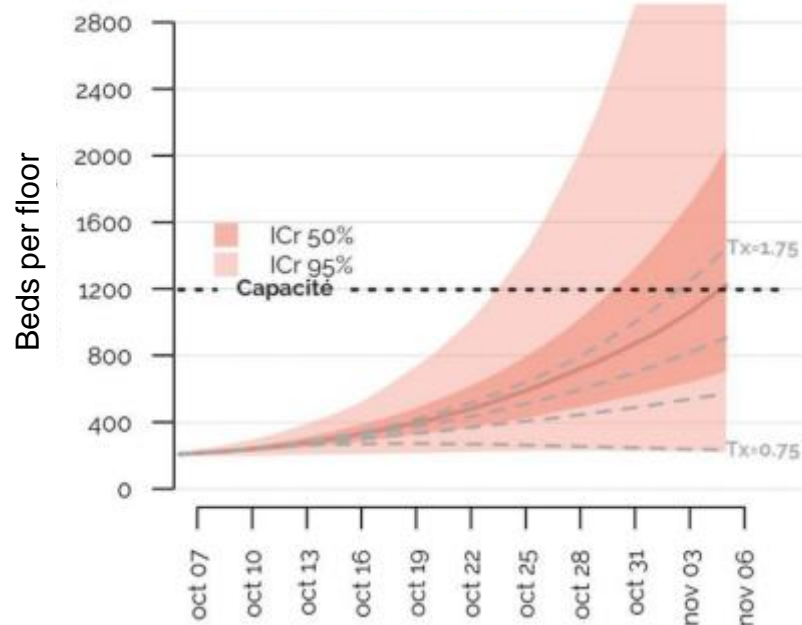
2nd Wave: Current Situation and Projections

Montreal and nearby regions (Zone 1)

Metropolitan Area (October 7, 2020)



RSS 06 and 13, 14, 15, 16



Reference: INESSS, October 7, 2020

https://www.inesss.qc.ca/fileadmin/doc/INESSS/COVID-19/Projections/INESSS_Rapport_Projections_Besoins_hospitaliers_7_Oct_2020.final.pdf



Thank you!