



Our Vision

As one of the world's foremost academic health centres, the MUHC will assure exceptional and integrated patient-centric care, research, teaching and technology assessment.



Glen Site



Lachine Hospital



Montreal General Hospital



Montreal Neurological Hospital



Montreal Children's Hospital

MCGILL UNIVERSITY HEALTH CENTRE

ACTION PLAN REGARDING PEOPLE WITH DISABILITIES 2018 – 2020



PREAMBLE

By virtue of article 61.1 of the *Act to Secure Handicapped Persons in the Exercise of Their Rights With a View to Achieving Social, School and Workplace Integration*, the Ministries, the vast majority of public bodies, including healthcare institutions, as well as municipalities of more than 15,000 people, must create, adopt, and publicize an action plan regarding people with disabilities. More specifically, the law provides that this action plan must be based on identified and noted obstacles to the integration of disabled people and must expressly lay out what measures will be taken to overcome them in the coming years. This approach should be understood to be a continuous and evolving process.

OVERVIEW OF THE MUHC

The McGill University Health Centre (MUHC) is among the leading university health centres offering tertiary and quaternary (complex) care. Following in the tradition of medical leadership established by its founding hospitals, the MUHC offers multidisciplinary care of exceptional quality, centered on the needs of the patient and in a bilingual environment. Affiliated with McGill University's Faculty of Medicine, the MUHC contributes to the evolution of both pediatric and adult medicine by attracting clinical and research leaders from all over the world, evaluating cutting-edge medical technologies, and training tomorrow's healthcare professionals.

In collaboration with our network partners, we are building a better future for our patients and their families; for our employees, professionals, researchers and students; for our community and above all, for life.

Our mission is fourfold: **Clinical care, Research, Teaching, Health Technology Assessment**

OUR VISION

As one of the world's foremost academic health centres, the MUHC will assure exceptional and integrated patient-centric care, research, teaching and technology assessment.

OUR VALUES

Service: Patients and their families are our raison d'être. We provide compassionate multidisciplinary care of the highest quality and safety throughout a person's lifespan. We relate to patients and their families in a transparent way that respects their dignity as well as their cultural and linguistic needs.

Innovation: We foster a culture of inquiry and innovation. We make evidence-informed decisions. We strive continuously to improve our efficiency and efficacy.

Leadership: We develop, use and disseminate continuously new knowledge and expertise that can benefit patients locally and globally. We exercise our influence with a view to improving the functioning of the healthcare system at the local, regional, national and international levels.

Partnership: We work in collaboration with our employees, our ambassadors, as well as our health network partners to ensure comprehensive integrated services across the continuum of care for the population we serve.

ANNUALLY

Each year, we receive over 715,000 ambulatory visits, including 177,000 emergency department visits

- About 40,000 inpatient visits each year
- Nearly 35,000 surgeries
- About 3,000 birth deliveries

OUR TEAM

Our team is made up of:

- 10,400 nurses and hospital staff
- 1,587 doctors, dentists and pharmacists
- 2,100 research staff
- 550 researchers
- 1,000 graduate and post-doctoral students
- Over 2,200 volunteers.

Our mandate is to provide tertiary and quaternary care to the population of Montreal and Quebec. In other words, care that requires complex surgery, emergency care or specialized treatment that calls for technically sophisticated care.

OUR INSTITUTIONS

Spread out over six hospitals in Montreal, the MUHC supports eight clinical missions and offers over 70 specialty health services.

RESEARCH

Internationally renowned, the Research Institute of the MUHC has a stellar reputation in biomedical and healthcare science. Last year alone, we had:

- Ongoing research projects in collaboration with 51 countries worldwide
- 1,800 peer-reviewed scientific publications
- 1,600 research projects (clinical trials and others)
- 185,105 research participants

TEACHING AND EDUCATION

Affiliated with the Faculty of Medicine of McGill University, the MUHC cultivates an environment that allows students, postgraduate residents and fellows to develop professionally while contributing to patient well-being. Every year, we welcome students from across the health spectrum into our hospitals, contributing to the next generation of healthcare providers.

RUIS-MCGILL

In an area spanning 63 per cent of the territory of the province of Quebec – and which includes 7 different regional authorities, the MUHC as the only university health care centre, 2 CIUSSS, 3 CISSS and three other health centres – RUIS McGill works to offer better access to health care for a population of 1.8 million.

Within the regions of its territorial responsibility, McGill University's *Réseau Universitaire Intégré de Santé* (RUIS) supports healthcare delivery, teaching, research and technology assessment.

THE MCGILL UNIVERSITY HEALTH CENTRE'S (MUHC) BOARD OF DIRECTORS

The McGill University Health Centre's (MUHC) Board of Directors is made up of representatives from the community and clinical boards of the MUHC. The Board of Directors meets six times a year. Members also sit on the Board's various committees and working groups. The Board of Directors is responsible for managing the MUHC's affairs by setting and monitoring the goals and orientations of the activities of the hospital and putting an administrative structure in place.

MUHC COMMITTEES

The Board of Directors is composed of committees and councils that meet regularly in between Board meetings.

- Governance and Ethics Committee (obligatory)

- Vigilance Committee (obligatory)
- Audit Committee (obligatory)
- Quality and Risk Management Committee (obligatory)
- User's Committee (obligatory)

COORDINATOR AND PERSON RESPONSIBLE FOR THE ACTION PLAN REGARDING PEOPLE WITH DISABILITIES

Vincenzo Altomonte, Human Resources, Communications and Legal Affairs Directorate

MEMBERS

Mona Arsenault, MUHC Patient's Committee
 Maia Aziz, DRHCAJ – Learning, Organizational Development and Well-Being
 Michael Ciani, Logistics and Procurement Directorate
 Pierre-Etienne Fortier, MUHC Planning and Redevelopment Office
 Sophie Laniel, Pediatric Hospital Services
 Alison Laurin, Communications
 Dahlal Mohr-Elzeki, McConnell Resource Centre
 Lyne Noël, Multidisciplinary Services (adult)
 Filomena Pietrangelo, Occupational Health and Safety
 Catherine Robineau, Human Resources
 Marie Serdyska, Sociocultural Consultation and Interpretation Services (SCIS)

This committee works with the patients on the MUHC User's Committee, which is determined to ensure that disabled people are represented on this working committee so that it can meet the needs of this section of the population of patients and improve access to services and facilities.

COMPLAINTS RECEIVED OVER THE LAST THREE YEARS

Lynne Casgrain, Ombudsman

Results 2017-2018

According to the data transmitted by the local Ombudsman for complaints and quality of services, over the last three years the MUHC has received complaints about accessibility for persons with disabilities in the following sectors:

- Signage – **solution pending**
- Heavy doors that require patients in motorized wheelchairs to be accompanied – **solution pending**
- Lack of access to telephones for the hard of hearing
- Bathrooms that are too small for patients in motorized wheelchairs
- Access to food in the cafeterias

The MUHC Ombudsman's office receives about 20 complaints each year related to accessibility for persons with handicaps. This number is decreasing due to all of the work that has been put into improving access.

Several files were closed because the actions that were required were taken. These concerned: adding parking places for drivers who use wheelchairs, adding push-buttons to open the doors of three bathrooms, easing the difficulty of opening other non-automatic doors, and fixing other doors that didn't meet the required norms for width, i.e. that were too narrow to admit wheelchairs.

Suggested actions or information received:

- Complete an evaluation of the physical premises for each of the MUHC sites: **Completed.**
- Have bathrooms that are reserved for persons with physical disabilities: **Completed.**
- Move the take-a-number machines found in clinic entrance areas to make the clinics more accessible for disabled persons: **Completed.**
- Provide access to a telephone with a direct line to Adapted Transport: **Completed.**
- Increase the time allotted to enter elevators and provide a tool to help push elevator buttons: **Completed in one sector.**
- Have parking spots at the main entrances that are adapted to accommodate people who have limited mobility or a physical handicap: **Completed.**
- Enlarge the letters on MUHC signs and notices.
- Lower the sign showing the map of the Glen site and enlarge the lettering. Make it available in Braille.
- Increase the number of coloured arrows on the floors, especially in medical imaging and ultrasound areas.
- Provide medical information in clear and simple language, to make it more accessible for patients and visitors.

Results 2018-2019

Complaints regarding language and physical access to areas for those with reduced mobility problems or for those people using crutches, walkers, etc.

Nature of the complaints and improvements made

1. **Doors:** Some doors are very heavy and therefore difficult to open for this population. In order to improve the situation, the degree of resistance of more than 650 doors was adjusted, a process that will continue until all of the doors (1,000) are adjusted. In addition, the doors to the physiotherapy clinic are now automatic and the doors to the bathrooms have been made larger.
2. **Bathrooms:** Three bathrooms were modified in order to be more accessible and useable for people in wheelchairs; the modifications included the doors, the placement of the soap dispenser, etc.
3. **Parking:** Additional parking spaces – reserved for use by patients with reduced mobility who have a parking sticker – were added to the parking lot.
4. **Available wheelchairs:** More wheelchairs were added for the adult hospital sites in order to respond to demand.
5. **Snow clearing on access ramps:** At times, users complained that the access ramp was poorly maintained following a snowfall. Follow-ups were made at the beginning of winter with the company responsible for snow clearing in order to improve service and security for users during the winter.
6. **Automatic doors:** A new kind of button (larger and easier to use) was installed at the entrance to the Royal Victoria Hospital at the Glen site.
7. **Elevator doors:** The amount of time that elevator doors remain open at the entrance to the Royal Victoria Hospital at the Glen site was increased in order to help those with limited mobility.
8. **Parking places:** Two (2) parking places have been reserved for vehicles for the disabled on the sixth floor side of the MGH.
9. Four (4) parking places have been added by the city in front of the MNH, following pressure brought by the CUSM10.
10. **Bathroom accessories:** The MUHC has made a commitment to changing the location of certain accessories in some bathrooms.

Language and communication:

It should be noted that when the question of language is raised at the MUHC, the complainants are reporting about responders who aren't speaking English or French. These complaints are dealt with by the managers of these responders through annual and one-time reminders.

- Both an annual and a one-time reminder of the MUHC's language policy were given to all the members of the Council of Physicians, Dentists and Pharmacists by the Directorate of Professional Services with respect to the importance of communication with users and with users' language of choice.
- For communications issues related to specific individuals, the managers of those individuals have been asked to coach the people in question.
- Language rights are also touched on during orientation days for residents and new students.
- A clinical form was removed from use because it was not bilingual.

ACTION PLAN FOR THE INTEGRATION OF DISABLED PEOPLE

Last March, the MUHC tabled an action plan for 2017 - 2018 regarding the Equal Access to Employment Program. The plan contains numerous initiatives intended to benefit the disabled that are either already in effect or that will come into effect over the next few years. These initiatives are as follows:

HUMAN RESOURCES – OPERATIONS

Vincenzo Altomonte, Associate Director – Human Resources, Communications and Legal Affairs Directorate

Obstacles	Measures	Timeline	Indicators of Results	Results 2017 - 2018	Goals 2018 - 2019
Policy and organizational expectations	Develop an organizational policy regarding accessibility at the MUHC	December 2019	Adoption of the policy	Not applicable	Development, approval and communication of the policy

MEASURES RELATED TO HUMAN RESOURCES

Kim Salvetti, Department Head — Workforce Planning and Recruitment

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
	Specify in all job postings and offers that the institution is applying an equal opportunity employment program and that candidacies of people who are part of the targeted groups are encouraged.	Ongoing	Number of job postings that encourage candidacies among people from the intended groups	All job postings since April 2016	Ongoing
	Diversify recruitment sources (agencies, classified ads, community organizations, educational institutions, job centres, professional associations,	Ongoing	Number of recruitment sources used	Schools, LinkedIn, Santé Montréal, Facebook, MUHC site, professional orders, Indeed, Workopolis, word of mouth	Ongoing

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
	etc.) in order to reach the targeted groups			Contact with organizations that specialize in employing members of the targeted group.	
	Establish new partnerships with organizations whose mandates specifically include supporting the integration of persons living with a physical disability into a work environment.	Ongoing	Number of partnerships and number of job postings	Contact established with MAB-Mackay in order find out how we can develop a partnership Possibility of attending their Career Day Offer of training for managers on how to integrate successfully Establish contact with other SEMOs (External Labour Services)	Ongoing
	Specify in job postings that workplace adaptations can be put in place in order to meet the needs of disabled persons	Ongoing	Number of job postings that specify workplace adaptations	All job postings since April 2016	Ongoing
	Adapt assessment tools for disabled people who request them	Ongoing	Number of requests for the use of assessment tools	Adaptations available No requests	Ongoing
	Verify that professional requirements do not contain unjustifiably negative effects on people from the targeted groups	Ongoing	Number of updated task descriptions	About 500 task descriptions	Ongoing
	Train those who are responsible for analyzing which job posts are at risk for discrimination with respect to job descriptions and requirements	Completed	Number of people trained	Workforce Planning team and external recruitment team (February 2017)	Completed
	Sensitize those who evaluate the risks of discrimination against the targeted groups	Ongoing	Number of related trainings	Workforce Planning team and external recruitment team (February 2017)	Ongoing
	Offer training and development activities to human resources personnel regarding the hiring and ongoing employment of disabled	Completed	Number of people trained	Workforce Planning team and external recruitment team (February 2017)	Completed

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
	persons				
	Train and sensitize the personnel responsible for the selection process regarding arrangements for evaluating the competencies of disabled persons	Ongoing	Number of people trained	Training of the Commission des droits de la personne des gestionnaires sur la diversité Possibility of MAB-MacKay training for managers, OH&S	Ongoing
	Assemble a list of candidacies for people from the targeted groups and approach them regarding their candidacy	2019	Number of people approached	Measure undergoing reevaluation	2019
	Adapt, on an as-needed basis, means of communication for disabled persons who wish to know about the possibilities of promotion and other personnel movements	Ongoing	Number of requests for adaptation	Upon request	Ongoing
	Make special adaptations for entry-level jobs to accommodate disabled people who meet job requirements	Ongoing	Number of requests for adaptation	Accommodation possible No requests made	Ongoing
	Adapt means of communication to meet the specific needs of those disabled persons attending training sessions	Ongoing	Number of requests for adaptation	Accommodation possible No requests made	Ongoing
	Inform those people who have been selected that adaptive measures are offered to disabled persons based on their needs in order to allow for their full participation	Ongoing	Number of measures implemented	– Possible measures mentioned in the postings – No requests made	Ongoing

MEASURES RELATED TO LEARNING, ORGANIZATIONAL DEVELOPMENT, AND WELL-BEING

Elizabeth Leiriao, Assistant to the Director – DRHCAJ – Learning, Organizational Development and Well-Being

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
Raising staff awareness	Design an introduction/welcome and integration program that includes information on the policy to prevent harassment in the workplace and the equal access to employment program	March 2020	Integration of the policy into the introduction/ welcome program, attendance at the open house.	Adding a mention of the program for equal access to employment and the measures available to accommodate those people concerned to the open house day documentation, 895 new employees in 2018	All of the new employees are made aware of the subject during their time at the open house
Training	Implement training and awareness programs for managers regarding their duty to accommodate persons with disabilities in the workplace	March 2020	Number of managers trained	15 managers in 2018	At least 15 new managers trained
Training	Implement employee training regarding diversity in the workplace	March 2020	Number of employees trained	Not applicable	Offer at least one employee training course
Training	Write all health education documentation to meet a standard reading level adapted to the needs of people with visual impairment	March 2020	Number of online courses that meet minimum accessibility standards	Consultation with low vision rehabilitation specialist, training of/information for ENA/FCP teams to bring them up to standards	80% of online courses meet minimum accessibility standards

MEASURES RELATED TO COMMUNICATIONS

Gary Francoeur, Associate Director — Communications
Cindie Bilodeau and Éliane Leroux-Lafontaine — Webmasters
Nancy Posel, Director — Patient Education Office

The MUHC currently offers the following services:

- Improved accessibility features for MUHC intranet (spring 2018) as well as internet access (spring 2019) that meets industry SGQRI/WCAG2.0 AA standards, including assistive technology for reading text.
- Areas accessible to wheelchairs for public events.
- Access to all information in both official languages (French and English).
- Written guidelines for patient education to make it easier to produce written information while taking all levels of reading and comprehension into account.

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
Improve the visibility of the MUHC Action Plan on the MUHC's Internet and intranet sites	Posting of the Action Plan Regarding Persons with Disabilities .	June 2019	The number of people who visit this page through the site's data analytics These statistics will be followed up on in 2019-2020.	The MUHC Action Plan Regarding Persons With Disabilities appears in <u>French</u> and <u>English</u> on the websites of the MUHC and the MCH.	The new bilingual 2018-2020 Action Plan will be available on the MCH and MUHC websites. A new accessibility section was launched and will be developed on the MyMUHC Intranet for employees in order to provide information, important Internet accessibility links and training opportunities.
Improve access to information for MUHC patients/families, employees and the whole MUHC community	An accessibility section has been brought up to date on the MCH and MUHC websites OPHG guides are available at: https://muhc.ca/homepage/page/accessibility-muhc	June 2019	The number of people accessing this page using web analytics. These statistics will be followed up on in 2019-2020.	Provide a link to the OPHQ and the following documents: <ul style="list-style-type: none"> ○ OPHQ brochure ○ Program guide ○ Family support guide ○ Education guide ○ Guide to Provincial and Federal tax implications 	The « Accessibility » section of the new website will have three entry points and will be easier to locate and access. This section will be designed to include a bilingual list of Montreal community resources for persons with disabilities on the Internet (muhc.ca) and the Intranet (MyMUHC). This list will be managed by Library Services.
	Make information about government-offered support programs for children with disabilities available. Distribution of the OPHQ booklet "Financial support programs for children with disabilities and their families."	Ongoing	This leaflet is available on the MCH website as well as in waiting rooms and clinics. Check the number of copies distributed and the number of website visits. A follow-up will be made in 2019-2020	Brochures are available year-round and can be found at the MCH Resource Centre, in outpatient waiting rooms and in all of the MCH's paramedical service departments so staff members can give them directly to clients. The brochure is also available on	Continue to insure access to these important resources in different locations throughout the MUHC.

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
				the MCH's website under the heading "Social Services" where many resources are available for the use of families.	
Improve access to information for MUHC patients, their families, employees and the community.	Promote the services of Kéroul , a community organization that meets the needs of people with physical disabilities.	Ongoing	600 brochures were ordered and distributed on the six sites of the MUHC in May 2018.	New – 600 copies of Kéroul's brochure Québec pour tous were distributed throughout all of our sites. This eye-catching magazine promotes the 1,700 tourist spots around Quebec that offer facilities that are either completely or partially accessible to people facing physical challenges.	To be continued in the spring of 2019
	<p>Include images of people with disabilities in various communications media</p> <p>The MUHC puts out two bimonthly publications that highlight patients facing various conditions, their limitations, challenges and victories. Often, these stories include images of people with various disabilities.</p> <p>The MUHC also has a section of their website called "Patient testimonials" that highlights testimonials from both patients and staff along with cutting edge clinical treatments.</p> <p>https://muhc.ca/newsroom/muhc-publications</p>	Ongoing	Monitor the number of subscribers	<p>Pictures with subtitles are always included in our publications:</p> <ul style="list-style-type: none"> ○ MUHC en Bref ○ MUHC Today ○ Montréal en santé ○ Chez Nous ○ Neuro News <p>https://muhc.ca/newsroom/muhc-publications</p> <p>Patient testimonials : 86 visits/a day</p> <p>https://muhc.ca/our-stories/profile/get-know-us-patients</p> <p>Social media:</p> <p>The MUHC is also active on:</p> <ul style="list-style-type: none"> ○ Facebook ○ Twitter ○ You Tube <p>https://muhc.ca/newsroom/dashboard</p>	<p>Continue to publish articles and put the emphasis on services aimed at patients (and their families) with specific disabilities: visual, movement, hearing, communication, language, intellectual, etc.</p> <p>The term "disability" is used in a broad context to include people who might suffer only occasional or recurring disabilities due to the complexity of their medical conditions in the environment of a tertiary-quaternary care hospital.</p>
Improve access to information for MUHC patients, their families, employees and the community.	Improve Internet and intranet accessibility	2018	New designs for Internet and intranet platforms that are adapted to meet the special needs of disabled persons.	The MUHC launched its new intranet site in March of 2018. The new Internet site will be launched in the spring of 2019. The Patient education section will be completely reorganized to	<p>2018 – New designs for Internet and intranet platforms that are adapted to meet the special needs of disabled persons.</p> <p>The new Internet site will be launched in the spring of 2019. The Patient education</p>

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
			<p>Current MUHC Internet statistics:</p> <p><u>Daily visitors</u></p> <p>muhc.ca 3,700 cusm.ca 3,800</p> <p><u>Breakdown by age</u></p> <p>18-24 9 % 25-34 32 % 35-44 22 % 45-54 17 % 55-64 11 % 65 + 8 %</p> <p><u>Breakdown by gender</u></p> <p>Women 62 % Men 38 %</p> <p><u>Mobile device users</u> 47 %</p> <p>We are not able to easily identify who exactly uses assistive technologies to access our sites since the technology actually resides on the user's phones or other electronic devices.</p>	<p>make it easier to get to and more accessible for users.</p> <p>On the MUHC intranet :</p> <p>The MUHC puts out news about clinical news and conferences, new advances in research, patient stories, training sessions, issues regarding equity and health, foundation-related events, patient stories, their families, and what is being done to improve services.</p>	<p>section will be completely reorganized to make it easier to get to and more accessible for users.</p> <p>The MUHC intranet site will continue to post news on patient stories, clinical breakthroughs, training sessions, clinical conferences, issues regarding equity and health, foundation-related events, new advances in research, etc.</p> <p>Efforts will be made to ensure compliance with the 3 SGQRI/WCAG2.0 AA accessibility standards for both Internet and intranet with respect to:</p> <ul style="list-style-type: none"> – website content – downloadable documents – multimedia sections of a website <p>The Communications Department will distribute documentation on SGQRI/WCAG2.0 AA accessibility standards to patient services sectors in order to ensure that these standards are well understood and adhered to: patient education office, nursing care, library services and patient resource centre, recruitment, training, social services etc.</p>
Access to information	Improve access to videos on the website that are not yet subtitled	2018 - 2019 Ongoing	<p>Number of videos accessible to disabled persons.</p> <p>Follow the number of subscribers. For the first 11 months of 2018:</p> <p>VIMEO 9,864 Youtube 21,161 Twitter 502 Facebook <u>133,500</u> TOTAL 165,027</p>	<p>26 videos subtitled in either English or French were available. These videos were posted on various media, including: Internet and plasma screens at the MUHC, MUHC Today, Facebook, Instagram and VIMEO. In all, 130 videos are available in this collection.</p> <p>https://muhc.ca/newsroom/dashboard</p>	<p>VIMEO</p> <p>Continue to produce videos that stress the MUHC's mission (patient care, research, training and the evaluation of new technologies) with the appropriate subtitles.</p>

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
Access to information and raising staff awareness	At public events, understanding what the interpreting needs are and offering interpreting services	Ongoing	Number of events for which these services were offered: 0	<p>A commitment was made to offer sign language interpretation for the MUHC Board of Director's Annual Meeting (ASL and LSQ sign language and audio recordings) in order to encourage participation and promote inclusion.</p> <p><u>On the MUHC Internet site</u> The public can access presentations at the various public meetings of the Board of Directors. There is also an MP3 recording of the question and answer period (French and English) https://muhc.ca/homepage/page/public-board-meetings-2013.</p>	<p>Because these targets could not be implemented for 2018-2019, they will be maintained for 2019-2020.</p> <p>Once we have confirmation of being able to offer sign language interpretation, an awareness campaign will be put together to inform key community organizations of this activity for the benefit of the public.</p> <p>A list of sign language interpreters was drawn up in 2018 to facilitate the booking of interpreters for future public meetings of the MUHC Board of Directors.</p>
Access to information	Improve access to information for the hearing impaired throughout the MUHC	2018 and ongoing	Number of times that this service is used: It is hard to evaluate exactly how often ASL/LSQ sign language interpretation occurs at the MUHC because individuals use their own interpreters for their clinical consultations.	<p><u>External clients</u> have this technology on their cell phone or tablet.</p> <p><u>Internal employees</u> The MUHC will get the appropriate software.</p> <p>The Sociocultural Consultation and Interpretation Services (SCIS) confirms that deaf patients can access government-funded sign language services that are free of charge, including when they visit the hospital for clinical consultations</p> <p>Develop and publicize the interpretation resources available in the Montreal region</p>	<p>Drs Paige and James MacDougall, of the Canadian Deafness Research and Training Institute (CDRTI), have collaborated with the MUHC Users Committee and the Communication Department to identify how to improve services for the hearing impaired. Their recommendations will be shared with the MUHC's Director of Professional Services.</p> <p>Two deaf patients (and their interpreters) participated in the MUHC Code Orange simulation (November 8th, 2018), which highlighted the need for adapted services and assistive technologies for people with special needs in emergency situations.</p> <p>A list of assistive technologies for the hearing impaired will be submitted to MUHC management and professional services in collaboration with the MAB-Mackay Rehabilitation Centre.</p>

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
					Ensure that the MUHC Internet and intranet sites are compatible with software to facilitate access to documents for the hearing impaired. (Accessibility guides for the hearing impaired)
Access to information	Improve access to information for visually impaired persons at the MUHC	2018	Number of times that this service is used: 0	<p><u>External clients</u> have this technology on their cell phone or tablet</p> <p>The MUHC is not able to determine the number of external users that use assistive technologies to access information on the MUHC Internet site.</p> <p><u>Internal employees</u> The MUHC will get the appropriate software.</p> <p>*The JAWS interface for Windows takes information on the computer screen and transmits it in either Braille or text-to-speech.</p> <p>JAWS also replaces mouse commands and offers convenient shortcuts for the visually impaired. Also compatible with ZOOMTEXT for screen magnification.</p>	<p>Recruit a representative visually impaired patient to help the committee on disability to improve services for this population.</p> <p>Ensure that the documents on the MUHC Internet and intranet sites are compatible with software like JAWS and ZOOMTEXT to improve access to documents for the visually impaired (Accessibility guide for people with impaired vision) AND in adapted format according to SGQRI/WCAG2.0 AA</p>
Raising staff awareness	Promotion of the OPHQ's Quebec Week for Disabled Persons (1st week of June), including distribution of OPHQ brochures, the writing of an article on the subject and presentations by speakers at various sites.	2017 — 2018	Use all of the MUHC's communication platforms to share information about these activities.	<p>In June 2018, the MUHC put together four main activities based on the OPHQ's theme "Building a more inclusive society, together."</p> <p>The specific themes were:</p> <p>Better understand the needs of the visually impaired:</p> <p>1. Natalie Osborne, Dany Rizk et Christine Nadon, visual rehabilitation specialists at the</p>	<p>This event is scheduled for June, 2019. We will continue to focus on last year's theme "Building a more inclusive society, together."</p> <p>Discussions will be held with different departments in order to determine the best way to raise awareness and help staff improve their services and better respond to their particular needs.</p> <p>Our goals this year are:</p> <p>a. Empower patients to express their needs and speak on behalf of their own</p>

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
				<p>MAB-Mackay Rehabilitation Centre, spoke to the MUHC accessibility committee and other key MUHC departments about assistive technologies and adaptive communication standards for the visually impaired. The information was then shared with the relevant departments at the MUHC.</p> <p>2. Four sessions of "Blindfolded Yoga" were offered at lunchtime to employees at all the different MUHC sites. The sessions were led by Cary Lawrence. The goal was to make the staff more aware of and sensitive to the experience of visually impaired people.</p> <p>3. Better understand the needs of the hearing impaired: An interactive workshop for all MUHC staff, led by Jack Volpe et Asselin Weng of "Seeing Voices," on the challenges and main things to remember when working with people who are deaf/hearing impaired. They also offered an introduction to ASL adapted for a health care environment.</p> <p>4. To better understand the legal meaning of terms like <u>inclusion</u> and <u>adaptation and discrimination measures</u> at the workplace, a corporate training session for managers was led by Johanne Magloire of the <i>Commission des droits de la personne et de la jeunesse</i> (CDPDJ).</p>	<p>interests to get the appropriate services.</p> <p>b. Raise staff awareness about ways to improve the quality of and access to services for people living with a physical disability.</p> <p>We plan to focus our activities each year on the needs of a particular patient group. In the years ahead, activities will be organized for people with hearing disabilities, visual impairment, intellectual disabilities, communication disabilities, etc.)</p> <p>The training will be tailored for specific groups, like medical students, medical personnel, clinical nursing staff, paramedics, administration and support staff.</p> <p>We plan to organize conferences with patients and clinical personnel to address key topics related to this year's theme and to provide a forum for patients to be able to talk about their care and service needs.</p> <p>Some conferences could be recorded and offered as webinars in the LMS and the website to facilitate accessibility and promote broader participation by members of the MUHC community.</p>
Access to information	The MUHC Patient Education Office (PEO) is committed to	Ongoing	No analysis is currently available. Reading level is	The Patient Education Office has 600 bilingual documents in	Continue to develop patient education material based on health literacy, plain

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
	<p>ensuring that all patient education materials developed and distributed at the MUHC are based on the health literacy guidelines</p> <p>https://www.cdc.gov/healthliteracy/guidelines.html</p> <p>All the documents are developed in plain language in order to guarantee that they are easy to understand for the patient and his or her family, and with the understanding that hospitals can be stressful and have an effect on the ability to learn, remember and understand.</p> <p>For these reasons, all the PEO patient education materials are written at a maximum reading level of 4th to 6th grade and recognize that health literacy can include, beyond just words, calculation, statistical analysis or statistics, and problem solving.</p> <p>This material is presented using plenty of images and emphasizes page layout and design to enhance understanding.</p> <p>The hope is that this approach will lead to dynamic and collaborative care between patients and their families and members of the clinical team.</p> <p>http://www.muhcpatienteducation.ca/</p>		<p>verified by standardized readability tests (for instance, the Flesch Kincaid readability test) and checked by a patient group.</p> <p>The PEO Office aims for a grade 6 reading level (or simpler) to improve accessibility (Canadian Council on Learning, 2007) Health literacy and plain language guidelines (AHRQ, 2010; CDC, 2016; Wizowski, Harper and Hutchings, 2014)</p> <ul style="list-style-type: none"> – Employ the active voice, simple, everyday words and short sentences. – Avoid medical jargon and define technical terms wherever necessary. – Use text as little as possible and combine it with images to improve understanding (Berkman et al., 2011). Designed for optimal presentation of information (use of spaces, grouping of information) with logical organization and flow. Easy-to-find images and not too many per page. – Patient evaluation and feedback is a crucial way to make sure that documents are clear and accessible. 	<p>its collection that employ new and innovative approaches, with lots of images and minimal text.</p> <p>The materials are developed to promote understandability for patients and their families and to help MUHC patients make informed decisions with their health care teams.</p> <p>http://www.muhcpatienteducation.ca/about.html</p>	<p>language and related requirements, as well as evolving clinical and patient needs.</p> <p>Work with the MUHC Quality Management Department to improve access to all PEO documents via Internet and intranet. This partnership will ensure better access to documents for patients, their families and clinical staff, all while providing the MUHC with statistical analysis.</p> <p>Ensure that the three web communication standards and text accessibility guidelines are met</p>

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MEASURE RELATED TO ACCESSIBILITY OF INFORMATION ON HEALTH-RELATED SUBJECTS

Dahlal Mohr-Elzeki, Patient librarian — McConnell Resource Centre

Tara Landry, MUHC libraries Coordinator

Marie Serdynska, Sociocultural Consultation and Interpretation Services

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
Improve access to documents for disabled persons at the McConnell Patient Resource Centre (PRC), located at the adult part of the Glen site.	<ul style="list-style-type: none"> Requests for funding to launch a pilot collection of titles in more accessible formats (CD, DVD, large-print books) at the PRC. Development of a new page on the PRC website that contains information about external resources and services for disabled persons. 	Ongoing	<ul style="list-style-type: none"> Use of the collection (number of loans) Number of visits to the new web page. 	<p>Collection of "accessible" titles:</p> <ul style="list-style-type: none"> Funding obtained to create a collection of "accessible" titles in French and English (at a total cost of \$4,200). Project ongoing. Reviewing the PRC's policy on developing collections: 10% of the budget for collection development should be allocated to the purchase of books in more accessible formats. <p>Web page on the PRC site:</p> <ul style="list-style-type: none"> Page created in collaboration with Alison Laurin of the Communications Department. 	<p>Long-term goals</p> <p>Collection of "accessible" titles:</p> <ul style="list-style-type: none"> Sustainability: ongoing collection development (including the addition of new accessible formats). <p>Physical accessibility:</p> <ul style="list-style-type: none"> Obtain funding for the purchase and installation of an accessible computer station (sitting upright) for PRC users. <p>Website:</p> <ul style="list-style-type: none"> Improve the content and the presentation of the PRC website so that it meets the accessibility standards of both Quebec and the MUHC. Develop and maintain PRC web pages on diseases, conditions and services and resources (including the page on external resources and services for people with disabilities).
Awareness training for MUHC staff, users and the community	The MUHC's Sociocultural Consultation and Interpretation Services (SCIS) strives to advance the equitable delivery of health care at the Montreal Children's Hospital through the following linguistic and cultural interpretation services: library services; intercultural consultations.	Ongoing	Statistics	A declaration on equity in health care has been developed to guarantee equitable access for patients to all health care services	Development of an MUHC policy regarding accessibility and equity in health care

MEASURES RELATED TO ACCESSIBILITY AND SAFETY AT THE SITES

Pierre-Marc Legris , Director — MUHC Planning and Redevelopment Office

There are many different buildings on the MUHC sites, including the Royal Victoria Hospital, the Montreal Chest Institute, the Montreal Children's Hospital and the Cedars Cancer Centre at the Glen site; the Montreal General Hospital, the Montreal Neurological Institute and Hospital, the Lachine Hospital and the Research Institute.

The MUHC at the Glen site is a redevelopment project that dates from 2015 and is not included in the context of the "Act to Secure Handicapped Persons in the Exercise of Their Rights With a View to Achieving Social, School and Workplace Integration (Chapter E-20.1) adopted in 1978 and modified on December 17, 2004" with an enforcement date of January 1, 2026.

Furthermore, the MUHC at the Glen was designed to meet the building norms and codes that are in effect today, including:

- Accessible bathrooms
- Standard clearance in all rooms
- Reception desks at heights that are wheelchair-friendly
- Handrails that meet building code standards
- Barrier-free access to the building, including automatic door opening
- Anti-skid staircases
- Access ramps
- Reserved parking spots
- Special measures taken in case of building evacuation for people with reduced mobility
- Elevators with audible signals
- Signage featuring pictograms
- Visual and audible alarms in all care units
- Obstacle-free bathrooms and showers

That said, following a request from the MUHC Users Committee, we have taken steps to have a study done on the environment and accessibility to the MUHC's Glen site. Undertaken by a researcher at the Université de Montréal's School of Design, the study focuses on existing interior spaces, including walkways and access to public spaces like main entrances, waiting areas, elevator halls, the cafeteria and bathrooms. Basically, this project is limited to descriptions, including photos; in that sense, it is a descriptive rather than a prescriptive exercise. Issues related to access that arise from this report will be addressed over the next 24 months.

The other sites of the MUHC (MGH, MNH, Lachine Hospital) are generally up to code, with some corrective measures proposed and already planned to take place over the next nine years.

Since the Montreal Neurological Hospital belongs to McGill University and we therefore receive no funding (PCFI) for its upkeep, and since any shortcomings identified at the Lachine Hospital will be corrected as part of its modernization project, we will not be discussing them in this document.

We should note that the funds necessary to make the changes mentioned below will have to be taken from the MUHC's active maintenance budget and that it will be necessary to make certain organizational decisions in order to prioritize the works to be undertaken.

POSSIBLE CORRECTIVE MEASURES TO TAKE AT THE GLEN SITE

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
Bathrooms	Add push-buttons in order to improve ease of entrance for universally accessible bathrooms	2020	Not applicable	30 %	75 %
	Redesign accessories in some bathrooms to ensure easy access for people using wheelchairs	2020	Not applicable	0 %	100 %

POSSIBLE CORRECTIVE MEASURES TO TAKE AT THE MONTREAL GENERAL HOSPITAL

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
Unobstructed passageways (entrances)	Remove unnecessary furniture	2019		90 %	100 %
Bathrooms	Convert urinals and toilets to universal accessibility standards for at least one public bathroom per floor d'accessibilité universelle	2023		50 %	65 %
Signage	Adapt signs to meet the needs of the visually impaired	2022		40 %	50-55 %
Parking	Add parking spaces for those with limited mobility	2018		100 %	110 % Add 2 spots at P14 and 2 spots at the Cedar entrance
Exterior ramps and alleys	Add where they are missing	2019		95 %	100 %
Showers and bathtubs	Add support bars and/or convert to meet universal accessibility standards	2020		70 %	80 %
Waiting and meeting rooms with fixed seats	Add spaces for wheelchairs	2019		90 %	100 %
Fountains	Make wheelchair-accessible	2022		50 %	60 %
Telephone counters	Make wheelchair-accessible	2021		50 %	60 %

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
Clinic reception counter	Add a clinic reception counter that is wheelchair-accessible	2021		20 %	35 %
Security station MGH Cedar	New security station with a counter at universal accessibility height	2020		0 %	50 %

Major 2019 construction projects at the Montreal General Hospital to improve universal accessibility:

- 1) New MRI project on D5
- 2) Non-invasive cardiology that will be completely renovated
- 3) Remodelling of pavilion R as well as floors L3 and C9 – adding wheelchair-accessible bathrooms

MEASURES RELATED TO CLINICAL SIMULATION

Dr. Elene Khalil, MCH emergency physician, medical co-director of emergency preparedness, and director of education

Margaret Ruddy, Associate director of nursing – pediatric care

Dr. Ewa Sidorowicz, Director of professional services

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
How to respond to different kinds of clients in an emergency services Code Orange simulation.	<p>On November 8th, 2018, the MUHC took part in a complex Code Orange simulation involving three MUHC hospitals (MCH, MGH, and RVH) and 3 other Montreal-area hospitals.</p> <p>There were a large number of "premières instances" for the MUHC in this multi-hospital simulation:</p> <ul style="list-style-type: none"> a. Four of the patient's caregivers had a disability [either visual, physical or hearing]. b. Pediatric cases were included in the simulation. c. Three MUHC sites were involved in the Code Orange simulation. d. An electronic patient registration and tracking system was employed. 	<p>Inter hospital planning and coordination: February to November 2018.</p> <p>The Code Orange simulation took place November 8, 2018</p>	<p>Pediatric patients: 20 Disabled caregivers: 4 Adult patients: 20</p>	<p>Identification of strengths and weaknesses and sharing of all lessons learned with various groups of people.</p>	<p>Incorporate more training sessions involving patients living with a disability (and their families) to learn from our experience and improve the quality of services that are provided to them.</p>

MEASURES RELATED TO SUPPLY

Michael Ciani, Assistant to the director — Logistics and Procurement department

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
Access to equal employment opportunities	<p>1. The following section will be included in the MUHC policy on supply contracts, services, and construction work (MMA 050).</p> <p>Provision of goods and services to persons with disabilities</p> <p>"As part of the MUHC's procurement procedures, the various organizations should consider, and if possible, prioritize the purchase (or lease) of movable or immovable goods, and/or access to services. To do this, each purchasing department will be responsible for taking accessibility into account in its processes and policies, as well as in its internal directives requesting purchase of goods and services (such as furniture and work spaces, office supplies, printers and multifunction devices, computers and peripherals, telephones, etc.)"</p> <p>The purchasing departments of public institutions are therefore expected to play a significant role in the acquisition of accessible products. They are asked to evaluate the different products or services taking into account the obstacles that they may present for a disabled person, depending on the disability in question.</p>	2019	Updating of the policy	None	Modification of the policy (ongoing)
	<p>2. A slide will be included in the presentation on managing relations with MUHC clients, which promotes this initiative. It will be shown in monthly meeting with the different directorates, during which we will highlight details and changes in departmental policies (see point 3).</p>	2019	Updating of the presentation	Completed	Ongoing programming of annual meetings for 2019-2020 with the main directorates.

Obstacles	Measures	Timeline	Indicators of Results	Results 2017-2018	Goals 2018-2019
	<p>3. As a result of these initiatives, we will enforce these requirements to support changes made to individual policies and procedures, with the intention of including specific provisions for each department. [For example, the IT department is responsible for specifying the requirements for printers, telephones, computers, etc.]</p>	2019	Validation that the policy has been applied by the MUHC procurement team.	Completed	Ensure that the policy is complied with on an ongoing basis

ADOPTION AND DISTRIBUTION

The MUHC is committed to making this action plan public. It can be downloaded from its Internet site and from the MUHC intranet site.