

Annex 2

2017-2018 Activity Report

of the

McGill University Health Centre Users' Committee (MUHC-UC)*

*** Also known as the 'CUC' (acronym for both 'Central Users' Committee' and 'Comité des usagers du CUSM')**

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1. INFORMATION ABOUT THE INSTITUTION

The McGill University Health Centre (MUHC) is a non-merged institution.

The MUHC is comprised of:

Lachine Hospital and Camille Lefebvre Pavilion – Lachine

Montreal General Hospital – MGH

Montreal Neurological Institute and Hospital – Neuro

And at the Glen Site:

Cedars Cancer Centre – CCC

McGill Academic Eye Centre - MAEC

Montreal Chest Institute – MCI

Montreal Children's Hospital – MCH

Research Institute – RI

Royal Victoria Hospital– RVH

2. MESSAGE FROM THE CO-CHAIRS

The fiscal year April 2017 to March 2018 was replete with many challenges for the patients and our collective committees across the Sites and Missions of the MUHC, as we continued to defend patient rights amidst more budget cuts, a complex evolving healthcare reform, and a growing patient population versus a declining number of healthcare workers.

We addressed many complaints and requests for assistance from patients and families who contacted the UC for various reasons: some had difficulty reaching specialists and surgeons, some faced challenges with children transitioning from pediatric to adult care, some had complex health issues and could not find suitable follow up or continuity of care, others were from diverse and marginalized sociocultural backgrounds and did not receive culturally-sensitive care, others had mobility issues and faced ongoing challenges with accessibility. Our collective of user committee members and our administrative assistant worked diligently to make sure patients and families were able to get the help they needed.

In addition to these complaints and requests for assistance, the Users' Committee also worked diligently with hospital clinicians and personnel to address a variety of issues that impacted the quality and continuity of care for patients. These included:

- The reduction in the number of medical secretaries, resulting in many physicians doing secretarial work and therefore having less time to spend on patient care and essential research.
- The elimination of funding for My Toolbox, a self-management program for patients with chronic pain and disease, that was actually saving the institution money.
- The termination of the Cancer Survivorship Program – a program that helps to improve the care that cancer patients receive after the end of active treatment. The program included and engaged patients, families, the community in addition to providing on-going health care professional training and research. This loss has caused worry and concern for many of our cancer patients.
- The discontinuation of the Patient Education Office (the PEO), an essential service for patients to learn about, understand, prepare for and continue to self-manage their illnesses and injuries, and

was a vital resource for health professionals to develop patient educational materials in various formats according to health literacy standards. The materials provided also served as a learning tool in the training of health-care professionals from across many disciplines.

Despite all these challenges, it is important to emphasize that our members continue to appreciate and recognize the efforts of the MUHC staff members, who have been doing their best under these extremely challenging circumstances.

The attack on the Emergency Department nurse at the Montreal General Hospital highlighted the glaring lack of security measures and the need for an action plan in the psychiatric emergency area. We issued public statements raising our concerns about the risks to staff and patients, and demanded that this situation be rectified immediately. We also continued to monitor the safety situation for patients and staff and advocated strongly for effective security measures to be put in place by the MUHC.



Amy Ma
Co-Chair
MUHC Users' Committee



Seeta Ramdass
Co-Chair
MUHC Users' Committee

3. PRIORITIES AND ACHIEVEMENTS OF THE PAST FISCAL YEAR

Priorities and concerns identified by the CUC:

- Overcrowding and oversaturation in ERs.
- Accessibility issues for mobility-challenged patients.
- Long surgery wait-times.
- Long clinic wait-times.
- Negative impact of MUHC budget cuts on patient needs, services, and rights.
- Negative impact of budget cuts on nursing.
- Termination of staff and secretarial positions and effect on patient rights and services.
- Cuts in the number of oncology beds.
- Vendôme Metro Station accessibility project.
- Need for a pharmacy at the Glen Site.
- Encouraging patient participation at public MUHC Board of Directors meetings.
- Rising number of Glen (RVH) blood test center complaints.
- Cancellation of the Cancer Survivorship Program.
- Cancellation of the *My Toolbox* chronic disease and chronic pain self-management patient programs.
- Problems accessing the new phone system (Appointment and Referral Centre -- ARC).
- Patient inclusion on selecting 10 new MUHC Board of Directors members.
- Patient inclusion on selection committee for new MUHC PDG.
- Concerns about security deficiencies at the Montreal General Hospital.
- Availability of butterfly needles or lack thereof.
- Timely replacement of nurses necessary to meet the needs of patients.
- Temporary closures of operating rooms.
- Optilab and its impact.
- Diversity and inclusion: difficulty for patients from socio-culturally diverse and marginalized groups to get access to equitable healthcare.
- Concerns about integration and merger discussions, and recommendation of a new PDG.
- Ongoing review and drafting of new Bylaws and Roles & Responsibilities of the members of the CUC and those of its subcommittees.
- End-of-life care and medical aid in dying.
- Patient Engagement across all levels of the MUHC.
- Portal and app for cancer patients (OPAL).
- Delays in access to specialists.
- Delays in access to diagnostic testing.
- Concerns over corridors of service that were not clearly defined and are linked to the deaths of two patients. (<https://montrealgazette.com/news/local-news/death-after-transfer-of-lasalle-hospital-patient-raises-questions> and <https://montrealgazette.com/news/local-news/was-patient-a-victim-of-the-health-departments-cost-cutting-reforms>)
- Dilution of patients' voices under Law 10 which reduced the number of Users' Committee representatives on the MUHC Board of Directors from 2 to 1.

- No response or dismissal, by the MUHC Board of Directors, of letters of concern from the CUC.

Achievements of the CUC:

- Convinced the MUHC Board of Directors to hold regular public meetings.
- Supported pilot program to improve healthcare access for the Deaf. (Royal Victoria Hospital UC)
- Helped to significantly reduce the large number of new complaints from the Royal Victoria Hospital blood test center.
- Held precedent-setting press conference in May 2017 highlighting numerous concerns of patients.
- Assisted in the development, implementation, and beta-testing of the OPAL app. (Cancer Care Mission UC)
- Increased visibility of the CUC through the production and printing of 3,000 new colourful bilingual brochures.
- Increased the presence of patients' voices through various media interviews and public relations efforts.
- Completed surveys of in-patients and stroke patients. (Montreal Neurological Hospital UC)
- Prepared and distributed hygiene kits to MGH patients. (Montreal General Hospital UC)
- Continued the work of revising the Bylaws and the Roles & Responsibilities of all user committee members.
- Appointment of Co-Chair Seeta Ramdass by Minister Gaétan Barrette on the Recruitment Committee to select the 10 new members of the MUHC Board of Directors.

4. THE COMMITTEE AND ITS MEMBERS

About the McGill University Health Centre Users' Committee (MUHC - UC)*

(* Frequently referred to as the 'CUC', acronym for both 'Central Users' Committee' and '*Comité des usagers du CUSM*'.)

The McGill University Health Centre Users' Committee (MUHC - UC) is composed of a socio-culturally diverse group of MUHC patients who are dedicated to helping other patients and to working with the hospital to achieve the highest standards of patient-centred care in a comprehensive academic health institution which has an international reputation for excellence in clinical programs, research and teaching.

The MUHC Users' Committee has 14 members. There are 2 members representing each site- or mission-related subcommittee, and there are 7 subcommittees in total. The members, unless otherwise indicated, were elected in May 2016 for a term of three (3) years. They will remain in office until the next elections take place in May 2019, unless they resign, are dismissed, re-appointed, re-elected or replaced.

The site-related subcommittees are:

UC of the Montreal General Hospital – MGH

UC of the Montreal Neurological Hospital – Neuro

UC of the Royal Victoria Hospital (Glen Site) – RVH

UC and Residents' Committee (RC) of Lachine Hospital and Camille-Lefebvre Pavilion – Lachine

Family Advisory Forum (FAF), which is the 'UC' of the Montreal Children's Hospital/Glen Site – MCH

The mission-related subcommittees are:

UC of the Cancer Care Mission – CCM

UC of the Medical Mission – MM

MEMBERS OF THE MUHC USERS' COMMITTEE (also known as 'THE CUC')			
Name	Site or Mission	Type of member	Role
Amy Ma, elected	MCH-FAF	User	Co-Chair
Seeta Ramdass, elected Interim rep. on Board from Oct 2017. Elected to Board Mar 2018.	MCH-FAF	User	Co-Chair & Rep. on the MUHC Board
Falk Kyser, elected	Neuro	User	Secretary
Hafeez Subhan, elected	MGH	User	Treasurer
Paul Nadeau, elected Elected rep. on Board May 2016. LOA from Oct 2017. Resigned in Feb 2018.	Neuro	User	Rep. on MUHC Board
Mari Jo Pires, interim Neuro rep. as of Oct 2017. Appointed rep. in Feb 2018.	Neuro	User	Member
Kevin McKie, elected	CCM	User	Member
Pierre Hurteau, elected	CCM	User	Member
Pierrette Leroux, elected	Lachine	User	Member
Mario Chiasson, designated	Lachine	Resident	Member
Tom McCutcheon, elected	MGH	User	Member
Evelyn Seligman, elected	MM	User	Member
Tomy-Richard Leboeuf- McGregor, elected	MM	User	Member
Elizabeth Markakis, elected	RVH	User	Member
Constance Goral, elected LOA from Dec 2017.	RVH	User	Member
Douglas Burns, interim RVH rep as of Dec 2017	RVH	User	Member

EXECUTIVE COMMITTEE OF THE MUHC USERS' COMMITTEE ('THE CUC')
Amy Ma, Co-Chair
Seeta Ramdass, Co-Chair and Interim Representative on Board as of October 2017; elected March 2018
Falk Kyser, Secretary
Hafeez Subhan, Treasurer
Paul Nadeau, Representative on Board. LOA as of October 2017. Resigned February 2018.

REPRESENTATIVE ON THE MUHC BOARD OF DIRECTORS
Paul Nadeau: Elected in May 2016. LOA as of October 2017. Resigned February 2018.
Seeta Ramdass: Interim as of October 2017. Elected March 2018.

5. CONTACT INFORMATION

ROLE	NAME		CONTACT INFORMATION		
	First	Last	Phone	Email	Address
Co-Chair	Amy	Ma	(514) 934-1934, ext. 31968	patients.comm @muhc.mcgill.ca	MUHC Users' Committee Glen Site D 04.7514 1001 Décarie, Mtl, QUEBEC H4A 3J1
Co-Chair	Seeta	Ramdass	(514) 934-1934, ext. 31968	patients.comm @muhc.mcgill.ca	MUHC Users' Committee Glen Site D 04.7514 1001 Décarie, Mtl, QUEBEC H4A 3J1
Person in the institution responsible for the Users' Committee file	Patricia	Lefebvre	(514) 934-1934, ext. 43943	patricia.lefebvre@ muhc.mcgill.ca	MUHC, Quality Dept. Room 610.1 8300 Décarie, Mtl, QUEBEC H4P 2P5
Administrative assistant of the MUHC Users' Committee	Siobhan Patricia	Ua'Siaghail	(514) 934-1934, ext. 31968	siobhan.uasiaghail @muhc.mcgill.ca	MUHC Users' Committee Glen Site D 04.7514 1001 Décarie, Mtl, QUEBEC H4A 3J1

6. ACTIVITIES OF THE MUHC USERS' COMMITTEE : SUMMARY

1. Inform users about their rights and obligations.

- Throughout the year – Distribution of the MUHC Users' Committee pamphlet, informing users of their rights and responsibilities.
- September 2017 – As part of Users' Rights Week, awareness activities were organized by the CUC and the different site and mission committees.
- September 2017 to April 2018 – Awareness tables were set up at the different sites, approximately once a month throughout the year.
- December 2017 - Annual General Assembly was held on December 11. The 2016-2017 Annual Report was presented by that year's Co-Chairs, Pierre Hurteau and Amy Ma. The presentations were followed by a question and answer period.

2. (a) Promote quality improvement of the users' living conditions.

- Throughout the year (monthly meetings) - Accessibility and functional accommodation problems at the Glen Site: The Glen-Royal Victoria Hospital Users' Committee is working on this project in collaboration with the MUHC.
- April 2017 - We had two guest speakers: Dr. Sylvie Douyon (Associate Director, Professional Services) spoke on medical aid in dying, and Dr. Ewa Sidorowicz (Director, Professional Services) spoke on the MUHC's divested medical services.
- May 2017 - CUC and subcommittee members actively participated in World Hand Hygiene Day organized by the World Health Organization (WHO).
- May 2017 - Andréanne Saucier (Director, Nursing), and Patricia Lefebvre (Director, Quality Management) spoke on the important issue of how the budget cuts were affecting nurses.
- June 2017 - The CUC actively participated in the National Aboriginal Day celebrations together with the Sociocultural Consultation & Interpretation Services (SCIS) at the Montreal Children's Hospital.
- June 2017 - Conference call took place with Kendra Jones (RN doctoral student from the University of Minnesota) on Patient & Family Centered Care, with a follow up scheduled for the September CUC meeting.

- September 2017 - As part of the activities of Patients' Rights Awareness Week, Drs. James and Paige MacDougall were invited by the Glen-RVH Patients' Committee to explain the special needs of the Deaf Community in accessing healthcare services. Talk entitled: "Can We Meet Our Legal Mandate? Ensuring Rightful Access to Health Care for the Deaf."
- September 2017 - Follow-up feedback with Kendra Jones who is involved in a Quality Improvement Initiative to improve care experiences for racial and ethnic minorities through their involvement in patient committees.
- September 2017 - Patricia Lefebvre, Director, Quality Management, spoke about three important issues: 1) surgery wait-times 2) clinic wait-times and 3) centralized OR bookings.
- October 2017 - The CUC participated in, and helped organize the "Embedding Health Equity in Policy, Practice and Participation Symposium," which took place on October 11 and 12. Co-Chairs Amy Ma and Seeta Ramdass gave a talk entitled: "MUHC Patient and Advisory Committees-From Diversity to Inclusion."
- Octobre 2017 - Dr. Ewa Sidorowicz, Director, Professional Services, spoke about the ERs and surgery wait-times.
- Octobre 2017 – The copresidents and other members of the Family Advisory Forum, the 'UC' of the Montreal Children's Hospital, attended the annual conference of the Canadian Association for Paediatric Health Centres) entitled "Engaging Children, Youth and Families: Are you ready to move beyond good intentions? "
- November 2017 - A follow up call with Kendra Jones reviewed the final findings of her Quality Improvement initiative.
- January 2018 - Mario Di Carlo (Patient Partner and former CUC Co-Chair) and Karine Vigneault (Patient Partnership Program Coordinator, Quality Management) spoke about the patient experience in Patient Partnership programs.
- February 2018 - CUC members participated with Sociocultural Consultation & Interpretation Services (SCIS) in the Black Heritage Month celebrations at the Montreal Children's Hospital.
- February 2018 - Dr. Arvind Joshi was invited to speak. His talk was entitled "Navigating a complex and changing health care system."

2. (a) Promote quality improvement of the users' living conditions (continued).

Participation on other MUHC committees

- Board of Directors of the MUHC
- MUHC Council of Nurses
- Quality and Risk Management Committee
- Sociocultural Consultation and Interpretation Services (SCIS) Committee of the MCH
- Governance and Ethics Committee
- Vigilance Committee
- MUHC Parking Services Committee
- Telephone Access Committee
- *Table de concertation* (committee focused on patient-partnership questions)
- All the users' subcommittees representing the various sites and missions

Participation on or Collaboration with other (non MUHC) committees

- Coalition montréalaise des comités des usagers (CMCU)
- Conseil pour la protection des malades (CPM)
- Réseau d'échanges des Comités des usagers du Québec (RÉCUQ)
- Comité des Usagers du Centre hospitalier de l'université de Montréal (CU du CHUM)

2. (b) Assess the degree of users' satisfaction regarding services obtained.

- April 2017 – Suggestion boxes were bought by the Cancer Care Mission Users' Committee and placed in strategic locations of the Cedars Cancer Centre.
- September 2017 to January 2018: A new survey was created and conducted directed at stroke patients. (UC of the Montreal Neurological Hospital.)

3. Defend the collective or individual rights and interests of users.

- May 2017 - Letter was sent by Co-Chairs to Minister Gaétan Barrette with the aim of keeping the *My Toolbox* chronic disease and chronic pain self-management patient programs from being discontinued by the MUHC.
- May 2017 - First ever press conference by the MUHC Users' Committee on May 25, 2018, highlighting our many patient concerns. Reference to the press coverage follows:

May 25, 2017: The Montreal Gazette. Amy Ma and Pierre Hurteau quoted. Article by Aaron Derfel entitled *No funding boost coming for MUHC, Gaétan Barrette says*.

<http://montrealgazette.com/news/local-news/were-caught-in-the-middle-of-political-bickering-muhc-patients-complain>

May 25, 2017: CTV News. Reporter Angela Mackenzie. Amy Ma, Falk Kyser and Mona Arsenault interviewed. News item entitled: *MUHC bickering leaves patients feeling caught in the middle*

<http://montreal.ctvnews.ca/muhc-bickering-leaves-patients-feeling-caught-in-the-middle-1.3429887>

May 25, 2017: Global News. Reporter: Sarah Volstad. Amy Ma and Diane States quoted. News item entitled: *McGill University Health Centre users seek improved dialogue between administration and health ministry*
<https://globalnews.ca/news/3479382/mcgill-university-health-centre-users-seek-improved-dialogue-between-administration-and-health-ministry/>

May 25, 2017: CJAD. Reporter: Luciano Pipia. Amy Ma interviewed. News item entitled: *Watch: Care suffering because of political tug of war: MUHC Patients' Committee*.
<http://www.iheartradio.ca/cjad/news/watch-care-suffering-because-of-political-tug-of-war-muhc-patients-committee-1.2635930>

Updated July 10, 2017: The Montreal Gazette. Douglas Burns, Falk Kyser and Pierre Hurteau interviewed. Article by Alison Hanes entitled: *Barrette in denial about patient suffering*.
<https://montrealgazette.com/opinion/columnists/allison-hanes-barrette-in-denial-about-patient-suffering>

- June 2017 – The annual Glen–RVH UC Dinner hosted guest speaker Aaron Derfel (journalist, Montreal Gazette) who spoke on “How patient advocates can be better heard.”
- July 2017 - Private meeting by Seeta Ramdass and Pierre Hurteau with Minister Barrette.
- August 2017 - Seeta Ramdass was appointed to the recruitment and selection committee for the new Board of Directors of the MUHC.
- Décembre 2017 – Réinscription au Conseil pour la protection des malades.
- Mars 2018 – Inscription au Salon Visez Droit du Barreau de Montréal.

4. Accompany and assist, on request, a user in any step he/she undertakes including when he/she wishes to file a complaint.

- The administrative assistant of the MUHC UC (who works in the head office) receives regular requests for assistance from users. These requests are, either dealt with on the spot, or delegated to the copresidents or representatives of the various UCs that represent the specific sites and missions of the MUHC. Requests for accompaniment received at head office are also delegated to the copresidents and representatives of the specific site and mission committees.
- Members of the Montreal General Hospital Users’ Committee are continuing to keep regular office hours (Monday to Thursday, from 10:30 to 12:00). Users are able to call and reach someone or drop in to request assistance.

5. Ensure, as appropriate, the proper functioning of the Residents’ Committee and ensure that they have the necessary resources to perform their duties.

- There are two representatives from Users’/Residents’ Committee of the Lachine Hospital and Camille-Lefebvre Pavilion (‘Lachine’) that sit on the CUC. They regularly attend the meetings of both the CUC and of Lachine and are also in regular communication, both with the CUC and with Lachine Hospital and Camille-Lefebvre’s staff and administration. The administrative assistant of the CUC is also at their disposal, when needed. In addition, the Committee receives an allocation,

6. Evaluate, where applicable, the effectiveness of the measure put in place pursuant to the provisions of section 209.0.1 of the "Act respecting health services and social services".

- Does not apply.

7. Representation / Coordination / Harmonization

- April 2017 - Seeta Ramdass was unanimously proclaimed to become the new Co-Chair after Pierre Hurteau stepped down from his term ending in June 2017.
- November 2017 - Seeta Ramdass was voted in to replace Paul Nadeau as the interim CUC representative on the MUHC Board of Directors.
- March 2018 - Motion was unanimously passed to designate Seeta Ramdass the CUC representative on the MUHC Board of Directors.
- March 2018 - Special full day meeting was held on March 16 with CUC and subcommittee Co-Chairs to draft amendments to Bylaws and Roles and Responsibilities governing all CUC and Site- and Mission-Committee members.

7. CUC MEETINGS

Frequency:	10 full meetings, once a month, except for July and August
Length:	3 hours
Annual General Meeting:	December 11, 2017
<i>In Camera:</i>	3 <i>In Camera</i> (or partially <i>In Camera</i>) meetings

In addition, about 20 other MUHC UC meetings were held during the course of the year.

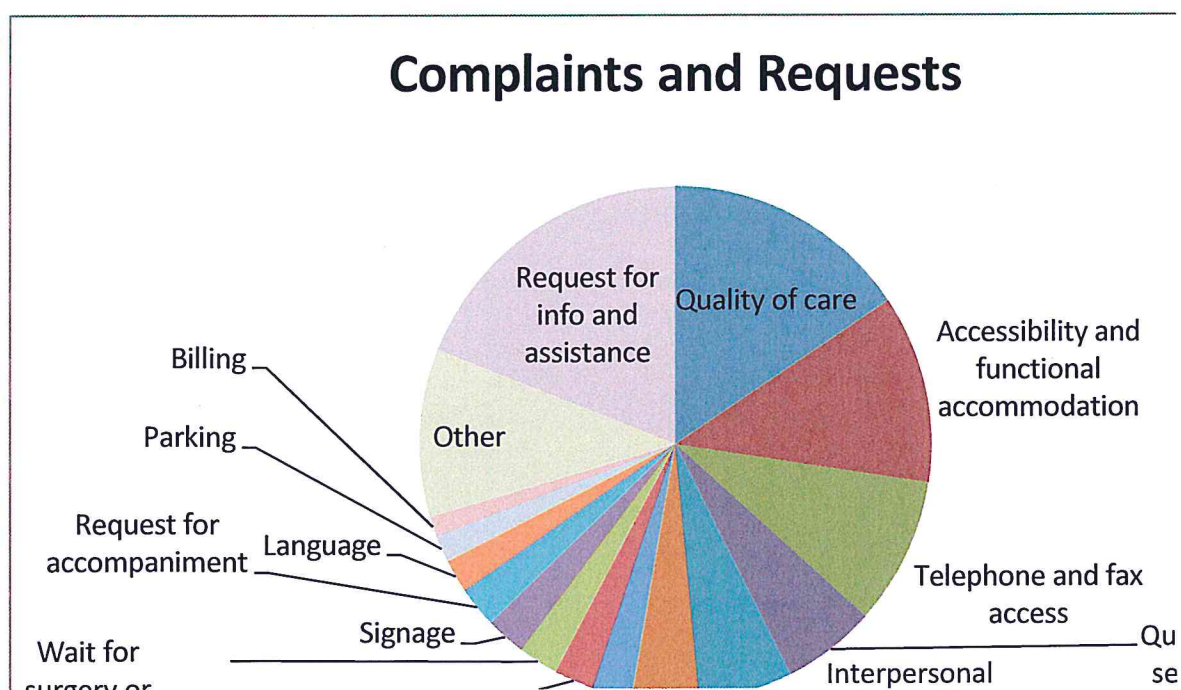
8. COLLABORATION WITH THE OTHER ACTORS IN COMPLAINT EXAMINATION SYSTEM

The Users' Committee collaborated with the Office of the Complaints Commissioner / Ombudsman by informing patients and their families of their rights, and what to do when they felt their rights were not being respected or their healthcare was being compromised. In addition, the UC assisted patients and their families in lodging formal complaints to the Office of the Commissioner, when requested. On a few occasions, patients were invited to communicate with the *Centre d'assistance et d'accompagnement aux plaintes* (CAAP) to receive assistance in writing out their complaint.

All of the Committee's monthly meetings were attended by an Ombudsman, Associate Ombudsman, or Delegate. The Associate and Delegates also regularly attended the monthly meetings of some of the subcommittees during the year. At these meetings, they presented their reports, and an open discussion would ensue about the trends noted among the complaints, and requests for assistance received from users and their families.

Complaints and requests for assistance received by the Users' Committee (in order of frequency):

Request for information and assistance:	45
Quality of care:	37
Access to and continuity of care	28
Telephone and fax access:	22
Quality of services:	14
Wait in clinics and ER:	14 (RVH Blood Test Centre mainly)
Interpersonal communication (lack of courtesy):	10
Lack of communication:	6
Accessibility and functional accommodation:	6
Wait for surgery or procedure	6
Signage:	6
Request for accompaniment	6
Language:	5
Parking:	4
Billing:	3
Lost or stolen item:	3
Message of appreciation:	3
Housekeeping:	2
Breach of privacy/Confidentiality:	2
Court order (psychiatric patient)	2
Other:	13
TOTAL:	213



9. GOALS ESTABLISHED FOR NEXT YEAR (2018-2019)

Our new goals are to:

- reactivate the Cancer Survivorship Program, the Patient Education Office, and the My Toolbox Programs.
- create a smudging room for our indigenous patients and restore the Watchiya lounge for our families from the Far North receiving care at the Montreal Children's Hospital
- continue to work in collaboration with the administration and the new CEO to improve the quality of care for patients

We will continue to:

- monitor the quality of healthcare for patients,
- exercise vigilance with regards to policies addressing patient safety and security,
- work towards ensuring that culturally safe and sensitive healthcare is provided to all MUHC patients with respect for their sociocultural background, and
- pay particular attention to ensuring that culturally safe and sensitive healthcare is provided to our most vulnerable and marginalized patients.

10. CONCLUSION (ISSUES, RECOMMENDATIONS AND PROJECTS)

Our patients' committees will continue to be actively involved in events, subcommittees and task forces addressing sensitive patients' rights issues such as: improved access for patients with limited mobility and medical assistance in dying. We will also continue to advocate for culturally sensitive and equitable healthcare for socioculturally diverse and marginalized communities.

We will also continue to support a number of projects including:

- ongoing development and implementation of OPAL: an app for mobile phones that provides MUHC cancer patients with personalized information about their appointments, test results, medical consults documents, educational material and much more;
- consultation with the Canadian Deafness Research Training Institute (CDRTI) to develop an understanding of the needs of the deaf community in accessing health services; and
- adapting the My Toolbox Program to help patients across the entire healthcare network.

11. FINANCIAL REPORT

See Annex 3A, 3B and 4, attached.

12. SUMMARY OF THE ACTIVITIES OF THE USERS' AND RESIDENTS' COMMITTEE OF THE LACHINE HOSPITAL & CAMILLE-LEFEBVRE PAVILION

- Promotion of the rights of users and residents - Viewing of documentary about Claude Brunet - in September 2017
- Distribution of welcome kits for residents of Camille-Lefebvre Pavilion - ongoing, total of 60 bags
- Distribution of Emergency kits – items for patients in the ER, a total of 200 bags
- Raising awareness and promotion of the Users' and Residents' Committee – Visiting each resident and distribution of bags and pencils

In collaboration with the evening teams:

- Launch of the OPUS-AP (Optimizing Practices, Use, Care and Services – Antipsychotics) program to help prevent the overuse of psychotics. Amélia Joucdar, Nurse Advisor, Specialized Geriatric Care, will give a presentation
- Finalize the end-of-life program
- Update of the Camille-Lefebvre Pavilion Guide (to be finalized in the fall of 2018)
- Bathroom renovations on 4 East (completed) – 3 East, coming soon
- Work with the Living Environment Committee to ensure a healthy and safe living environment for the residents of Camille-Lefebvre Pavilion