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## **INTERVENTION REPORT (EXCERPTS)**

**Intervention at Centre intégré  
universitaire de santé et de services  
sociaux de l'Estrie – Centre hospitalier  
universitaire de Sherbrooke**

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Québec City, March 17, 2022

## **THE INTERVENTION**

The Québec Ombudsman received reports about the residential and long-term centres (CHSLDs) of Centre intégré universitaire de santé et de services sociaux de l'Estrie – Centre hospitalier universitaire de Sherbrooke (CIUSSS), which has 2,108 residential beds in 24 CHSLDs.

The reports denounced various problems with care quality and safety in the context of severe understaffing and application of contingency plans.

Given the information brought to its attention, the Québec Ombudsman decided to intervene.

## **THE CONCLUSION**

In investigating, the Québec Ombudsman saw sizable shortcomings in the quality and safety of care and in the mechanisms for communicating with the residents and their families, as well as in communication between staff. The Québec Ombudsman believes that clinical supervision and support of CHSLD staff and managers must be strengthened. It also observed that the people working in the CHSLDs were greatly distressed.

The Québec Ombudsman notes the CIUSSS's commitments made to correct the situation during the investigation and sees in it the CIUSSS's desire to increase the well-being of residents and staff.

However, given the gravity of the situation, the Québec Ombudsman wants to monitor application of the action plan and of the results obtained by the CIUSSS. It is also making recommendations aimed at rectifying deficiencies targeted more particularly during its investigation.

## THE RECOMMENDATIONS

Given the preceding, the Québec Ombudsman recommends that Centre intégré universitaire de santé et de services sociaux de l'Estrie-Centre hospitalier universitaire de Sherbrooke:

**R-1 Rigorously** monitor the results achieved as part of implementing its plan for improving the quality of the care and services provided in its CHSLDs.

By July 1, 2022, send the Québec Ombudsman detailed tri-monthly reports on the results achieved and the corrective measures established.

**R-2 Comply** with the ministerial directive indicating that there be a nurse on every shift in the CHSLDs.

By July 1, 2022, inform the Québec Ombudsman about the measures for achieving this goal.

**R-3 Ensure** that the applicable safety standards are met when mobile lifts are used.

By May 31, 2022, inform the Québec Ombudsman about the measures for achieving this goal.

**R-4 Establish** a training program for all CHSLD caregivers and managers on best practices in preventing, detecting and intervening in matters of maltreatment.

By July 1, 2022, send the Québec Ombudsman a copy of the training program.

**R-5 Ensure** that the use of means of control in CHSLDs is carried out in compliance with the established standards.

By May 31, 2022, inform the Québec Ombudsman about the measures for achieving this goal.

**R-6 Develop** a detailed strategy, with timeframes, for promoting competent and compassionate care and services for the CHSLD residents.

By July 1, 2022, send the Québec Ombudsman a copy of the strategy.

**R-7 Support** CHSLD caregiving staff and managers in order to reduce their distress and increase the support they are given.

By July 1, 2022, inform the Québec Ombudsman about the support measures for achieving this goal.

### Expected follow-up

In accordance with the provisions of the *Act respecting the Health and Social Services Ombudsman* (CQLR, c. P-31.1) within 30 days of receiving this report, the institution must inform the Québec Ombudsman of whether it intends to implement the recommendations made to it, or of its reasons if it has decided not to act on them.



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