



PROTECTEUR  
DU CITOYEN

## **INTERVENTION REPORT (EXCERPTS)**

**Intervention concerning Centre intégré  
de santé et de services sociaux de  
l'Outaouais and Ressource  
intermédiaire La Victorienne**

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Québec City, September 27, 2023

## THE INTERVENTION

The Québec Ombudsman received a report alleging that there were shortcomings in the care and services to the residents of Ressource intermédiaire La Victorienne (hereinafter RI), which has contractual ties with Centre intégré de santé et de services sociaux (CISSS) de l'Outaouais.

The elements reported pointed to recurrent issues about the quality of the care and services delivered at the RI, even though since March 2022, CISSS de l'Outaouais had established various improvement plans.

Since residents' safety might be compromised, the Québec Ombudsman decided to intervene to ensure that the rights of the vulnerable residents of the RI are upheld and that they receive the adequate care and services they have the right to expect.

## THE CONCLUSION

The Québec Ombudsman's investigation showed that there were recurrent failings in supervision of RI residents as well as in the quality of certain services.

Since the time this living environment opened in July 2021, CISSS de l'Outaouais and those in charge of the RI have tried repeatedly to rectify the situation and to ensure that these changed practices are sustainable.

Unfortunately, despite the improvements noted by CISSS de l'Outaouais as part of a recovery plan and in terms of service quality, the Québec Ombudsman's investigation showed that, generally, other components of the slate of services for residents suffered because of the changes made.

So, even though certain situations improved, lack of leeway in terms of human resources meant an inability to respond to residents' other daily needs (stimulation, behaviour supervision, medication management, etc.).

This situation is mainly due to the fact that the dearth of RI staff to ensure complete and adequate handling of the residents' needs is an everyday reality.

In such circumstances, the staff must constantly choose between the tasks to carry out. This increases the risk of making mistakes or the time it takes to respond to residents' needs.

Because there is not enough human resource leeway at the RI, CISSS de l'Outaouais professionals who are on site daily make up for this shortfall between the services delivered and the residents' objective needs.

Training would certainly help to improve services and RI staff management of certain residents' behavioural issues. However, a complete, safe and autonomous response to the residents' needs by RI staff is impossible without CISSS de l'Outaouais professionals lending a hand every day.

One fact remains: the status quo is not a medium- or long-term option, as confirmed by the owner during the investigation.

## THE RECOMMENDATIONS

Considering the preceding, the Québec Ombudsman made the following recommendations to CISSS de l'Outaouais:

- R-1** ENSURE that the residents of La Victorienne intermediate resource are adequately and safely supervised by IR staff;
- R-2** APPOINT a senior manager with authority to coordinate all the departments involved in service recovery and improvement in the IR;
- R-3** ENSURE that there are enough staff in the IR at all times to meet the specific needs of residents, particularly when "one-to-one" support is required;
- R-4** DETERMINE the training in behavioural and clinical issues that IR staff need to receive as a priority and establish a training schedule;
- R-5** ENSURE that the staff assigned to residents with behavioural problems have the appropriate knowledge, expertise and training to meet the specific needs of this type of profile;
- R-6** STOP admitting service users whose profile requires a special level of supervision in terms of behaviour, as long as service recovery is insufficient and unsafe for them;
- R-7** MAINTAIN CISSSO staff on site until significant improvement has been seen and documented;
- R-8** FINISH updating the classification tools for all IR residents;
- R-9** Failing significant improvement within six months of the care and services provided to IR residents, REVISE the contractual agreement with the IR in order to modify the type of clientele referred to it, or ultimately, to terminate the agreement;
- R-10** REVISE the procedure governing the criteria for evaluating IR operator applicants prior to signing a contractual agreement.

By November 24, 2023, INFORM the Québec Ombudsman about the measures established for implementing these recommendations and PROVIDE all the documents and timelines associated with service recovery.

**Expected follow-up**

As provided for in the *Act respecting the Health and Social Services Ombudsman*, no later than 30 days of receiving this document, CISSS de l'Outaouais 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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