



PROTECTEUR  
DU CITOYEN

## **INTERVENTION REPORT (EXCERPTS)**

**Intervention at Lakeshore General  
Hospital**

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Québec City, November 9, 2023

## THE INTERVENTION

In January 2023, the Québec Ombudsman received several reports of negligence in the quality of care and services provided by Lakeshore General Hospital emergency staff. This hospital serves a population of more than 225,000 and its emergency room receives more than 40,000 visits a year, making it one of the busiest in Montréal.

The Québec Ombudsman decided to intervene.

## THE CONCLUSION

Centre intégré universitaire de santé et de services sociaux (CIUSSS) de l'Ouest-de-l'Île-de-Montréal and the Ministère de la Santé et des Services sociaux (MSSS) are aware of the issues of difficult working conditions and work overload at Lakeshore General Hospital. In February 2023, the Minister of Health and Social Services requested an independent investigation. The report was published on June 1, 2023.

The Québec Ombudsman has reviewed the recommendations made in this report and found that they address most of the issues brought to its attention. MSSS has undertaken to follow up on these recommendations.

The Québec Ombudsman nevertheless investigated shortcomings that were brought to its attention but not addressed in the independent report, namely, control measures. The investigation showed that there were several flaws in this area.

The Québec Ombudsman notes that several steps are being taken to improve problem areas in the Lakeshore General Hospital emergency room. It also sees that, despite their heavy workload, all staff members are concerned about providing quality services and care to users.

The Québec Ombudsman urges the institution to continue with the projects underway. It believes that, along with implementing the following recommendations, these projects will help improve the situation at Lakeshore General Hospital.

## THE RECOMMENDATIONS

In light of the recommendations from the independent report, the Québec Ombudsman is making the following recommendation to MSSS:

**R-1** Ensure rigorous and diligent monitoring of the action plan required by the independent report.

By April 30, 2024, send the Québec Ombudsman a copy of this plan and inform it of how it will be followed up.

### Expected follow-up

No later than 30 days of receiving this report, MSSS must inform the Québec Ombudsman of whether it intends to implement the recommendation made to it, or of its reasons if it has decided not to act on it.

The Québec Ombudsman is also making the following recommendations to CIUSSS de l'Ouest-de-l'Île-de-Montréal - Lakeshore General Hospital:

**R-2** Take the necessary steps to implement the recommendations made in the independent report commissioned by the Ministère de la Santé et des Services sociaux.

By April 30, 2024, inform the Québec Ombudsman about the measures for achieving this objective and provide it with supporting documents.

**R-3** Assess the need to update the documents and forms required when using control measures.

By April 30, 2024, inform the Québec Ombudsman of the results of this assessment and, if applicable, forward the amended documents.

**R-4** Remind the emergency responders concerned of the conditions under which they can use bedrails.

By January 31, 2024, confirm to the Québec Ombudsman that this reminder has been issued and indicate how this was done.

**R-5** Continue to audit the use of emergency control measures, ensuring that the following elements are taken into account:

- Timely use of alternative measures;
- Judicious use of consent forms;
- Record-keeping and completion of monitoring forms and grids, including clinical monitoring of the users according to the planned frequency.

By April 30, 2024, inform the Québec Ombudsman about the results of these audits and the measures to correct any shortcomings.

**Expected follow-up**

As provided for in the *Act respecting the Health and Social Services Ombudsman* (CQLR, c.P-31.1), no later than 30 days of receiving this report, the Québec Ombudsman must be informed of whether the institution 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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