

# CSQ

MAGAZINE

## IT'S NOT IN YOUR HEAD!

**THE CSQ TAKES ON UNHEALTHY  
WORK PRACTICES**

Sonia Ethier,  
a woman of action

.....

100 days to exit  
the great darkness



**Centrale des syndicats  
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Fall 2018



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Photo François Beauregard

# FROM NOW ON

I have had the privilege of presiding over the CSQ, our great union confederation, since our Congress in June of this year. I can assure you that I am embarking on my term in office with great humility. Above all, I am determined to defend the interests of our 200,000 members.

**F**undamentally, I am a grass roots person and so, over the course of my term, I intend to meet with as many of you as possible, in your regions, and in your workplaces. The CSQ has always been close to its members, but it will be building even closer ties in coming months.

We know that your working conditions have largely deteriorated over the years due to reforms, cutbacks, spending cuts, and new management models. This cannot continue any longer, and we must take back the initiative and take collective action to bring about change. If we want to make our workplaces healthier again, we will need to mobilize to force the government's - and employers' - hand.

More than ever, we need to rediscover the benefits of solidarity, a solidarity that encompasses much more than merely belonging to the same profession. Too many workers are suffering from an imbalance between their personal and professional lives, one that is imposed on them.

The issue of family-work-education balance has never been more prominent. Yet, we seem to be losing more ground than ever in this area. Together, we can find solutions and implement them successfully.

From now on, we must all make it our mission to restore hope to the many workers who feel powerless.

From now on, we must multiply actions in every one of our workplaces to oppose what is unacceptable and unfair.

From now on, the name "CSQ" must become a strong symbol of solidarity.

I look forward to meeting with you all.

*Sonia Ethier*  
Sonia Ethier | PRESIDENT

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IT IS CERTAINLY NOT IN YOUR HEAD!

# THE CSQ TAKES ON UNHEALTHY WORK PRACTICES

Job cuts, increased workloads, performance standards,  
optimization, subcontracting, precarious employment...

Pierre Lefebvre | COLLABORATION

A few days ago, the CSQ launched an important campaign designed to raise awareness among its members and the general population about unhealthy management practices which lead to physical and psychological health issues.

Under the “It’s not in your head” theme, the campaign puts original and striking wigs to good use to illustrate the very real psychosocial risk factors that can make us sick in our workplaces.

The campaign takes on management practices that lead to overwhelmed workers doubting their own skills. It also encourages them to act by letting their union know about the situations they are dealing with and by taking an active part in a collective action.

### AGGRAVATING RISK FACTORS

Notwithstanding a few exceptions, the scientific literature is virtually unanimous as to what constitutes risk factors. In Québec, the Institut national de santé publique du Québec (INSPQ) identifies the seven following factors:

1. Heavy workloads and time constraints;
2. Poor recognition of efforts and results;
3. Lack of autonomy and influence at work;
4. Job insecurity;
5. Lack of support from co-workers and supervisors;
6. Violence and psychological harassment;
7. Lack of organizational justice.

Luc Bouchard and Matthew Gapmann, CSQ Occupational Health and Safety advisors, explain that over time, these risk factors can lead to an individual having serious health issues such as headaches, trouble concentrating, memory loss, irritability, fatigue, digestive problems, exhaustion, cardiovascular disease or depression. They can even fuel and exacerbate each other, increasing their impact on the affected person’s health.

“For instance, precarity and job insecurity can foster a climate of violence and psychological harassment by forcing people to compete for available jobs, in addition to undermining the social support needed among colleagues. Furthermore, an increased workload, combined with little recognition of efforts exerted to perform quality work can create a sense of injustice within the organization,” states Luc Bouchard.

Job  
insecurity





Unfairness

### SINGLING OUT THE REAL CULPRIT

The campaign singles out the real culprit: an unhealthy work environment that can be changed by collective action.

"The phenomenon of work-induced illness has an impact on an increasing number of workers. Too often, these individuals wrongfully believe that they are responsible for their illness. Others start to question their competence, because they are unable to adapt or conform to the unreasonable demands of their job," adds Sonia Ethier, CSQ President.

"And when it results in sick leave, it is not uncommon that the diagnosis is an adjustment disorder, as if we should be able to adapt to harassment and violence or to work overload, with its unreasonable pace and intensity. This is totally absurd," she continues.

### THE LIMITS OF LEGAL OR INDIVIDUAL SOLUTIONS

In light of the hardships experienced, many have opted for individual solutions, such as a voluntary reduction of working hours or taking unpaid time off, or even deferred salary leave.

Even though these solutions may give a bit of relief for some, they do not tackle the problem itself, namely the organization of work. They are nothing but band-aid solutions. They can even play a role in fostering greater risks by, for instance, increasing the number of precarious jobs, or by exacerbating the workload of those who stay at work.



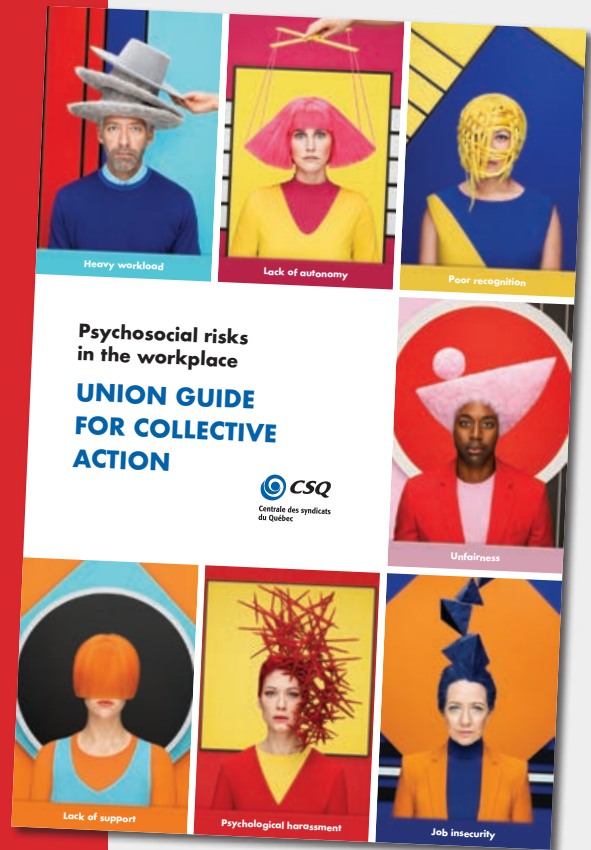
Lack of  
autonomy

## USEFUL TOOLS

The CSQ has developed leaflets on each of the seven risk factors. For each factor, the leaflet describes what it entails, what the signs or manifestations are, as well as the characteristics associated with a healthy and risk-free work environment. Members who are dealing with this type of problem are encouraged to inform their union of the situation in order for the union to know what is going on and take action to support the member.

It should also be noted that a guide developed for unions also provides a simple six-step course of action to help the individual affected by one or more psychosocial risk factors, as well as any other individual in that work environment dealing with the same problem.

The union is encouraged to bring these individuals together so that they may, together, identify the context and issues at hand, point out the adverse health effects, pinpoint the impact on their work, put forward actions to correct the situation and, finally, carry out the actions needed to implement solutions.



**Heavy workload.**  
**The problem is not in your head.**

The organization of work is at fault and it can make you sick.

**Together, we have the power to act.**

 **CSQ**  
Centrale des syndicats  
du Québec

## • Lack of support



A number of collective agreements, particularly in the health and social services sector, include provisions that allow employees to challenge an excessive workload by way of a grievance.

"However, providing the necessary proof is challenging and a 'normal' task is not defined. Ultimately, an arbitrator will settle the matter. Other current collective agreements in our sectors do not include or have very few guidelines as to psychosocial risk factors, except for the right to work in an environment devoid of psychological harassment. Due to the lack of specific provisions, it would be unlikely for a grievance to be upheld and, even when there is a chance of success, there are lengthy delays," adds Matthew Gapmann.

### COLLECTIVE ACTION TO BRING ABOUT CHANGE

Isn't developing an approach based on the collective defence of the interests of workers at the very core of unionism? While collective negotiations are the preferred tool of the labour movement, the sheer size of the structures in public and parapublic sectors makes it difficult to find solutions to adequately deal with issues stemming, for instance, from the nit-picking and bureaucratic management style of a given manager. The specifics of each work environment bring us inevitably back to the local dimension of the institution.

"A one-size-fits-all solution which would overcome every challenge we are facing simply doesn't exist. Of course, the union has a significant role to play at a macro level to bring the employer to adopt healthy organizational practices, putting people first, before performance and productivity goals, and focusing on a more humane management of its resources instead of just managing human resources," explains Sonia Ethier.



She points out that collective action provides support for members dealing with psychosocial risks so that they may act together, at the local level, to eliminate these risks or to minimize their consequences. Studies have clearly shown how important collective action is when addressing this phenomenon.

"As such, our campaign embodies the type of union action sought by our congress in 2015 and falls within the framework for action that we adopted during our congress in June 2018, which allows us to act collectively to offset unhealthy work organization. Together, we wield considerable power, and our campaign underlines this, and it is so very true. Union history is full of such examples," she concludes.

## • Poor recognition

# Psychological harassment

## EMPLOYERS AND THEIR OBLIGATIONS

In a unionized workplace, work organization is the last line of defence for employers' management rights, which explains their reluctance to discuss the matter. And yet, employers have obligations in terms of occupational health and safety that have an impact on work organization.

Under the Act respecting occupational health and safety<sup>1</sup>, the employer has a general obligation to take the necessary measures to protect the health, in its broader sense, and ensure the safety and physical well-being of his workers. He must, in particular, use methods and techniques intended for the identification, control and elimination of risks to the safety or health of the workers. He must also ensure that the organization of the work and the working procedures and techniques do not adversely affect the safety or health of the workers.

<sup>1</sup> Act respecting occupational health and safety (2018). CQLR, chapter S-2.1, section 51, Québec Official Publisher.

## TO LEARN MORE

CSQ Website, Occupational Health and Safety: [lacsq.org/sst](https://lacsq.org/sst)

Website of the Institut national de santé publique du Québec: [inspq.qc.ca/publications/2372](https://inspq.qc.ca/publications/2372)

Website of the Chaire en gestion de la santé organisationnelle et de la sécurité du travail, Université Laval: [cgsst.com](https://cgsst.com)



# WHEN BREATHING MAKES YOU SICK

Is there is a connection between the presence of mould in the air and occupational disease? A recent decision handed down by the Administrative Labour Tribunal suggests this is the case and opens the doors to a long-awaited recognition of the issue.

Karine Lapierre | FPPE-CSQ COMMUNICATIONS ADVISOR

Before being forced to take an extended sick leave in December 2013, Luc Gélinas, a guidance counsellor, had suffered from numerous respiratory problems. Difficulty breathing, secretions, irritated throat, laryngitis, a sensation of tightness and burning in the lungs, coughing and shortness of breath: these were some of the symptoms he had experienced, despite being very fit and healthy.

Over the years, Luc Gélinas had received multiple diagnoses: sinus and bronchial infections, sinusitis and pneumonia, rhinitis and rhinosinusitis. Surprisingly, the symptoms would subside whenever he was off work for a few days, for instance, during vacation. They would then recur with a vengeance as soon as he returned to work. His doctor finally ordered him to be withdrawn from his workplace in December 2013, and deemed that the symptoms were caused by the occupational environment. A claim for compensation was submitted to the CNESST.<sup>1</sup> Away from his workplace, the Centre Lemoyne-D'Iberville de Longueuil, Luc Gélinas noticed that his symptoms completely disappeared.

## REJECTION OF THE CLAIM FOR COMPENSATION

The CNESST rejected the claim. Following the rejection, the Commission scolaire Marie-Victorin in turn refuted any link between the counsellor's respiratory illness and the presence of mould in his workplace.

## A FIVE-YEAR LEGAL BATTLE

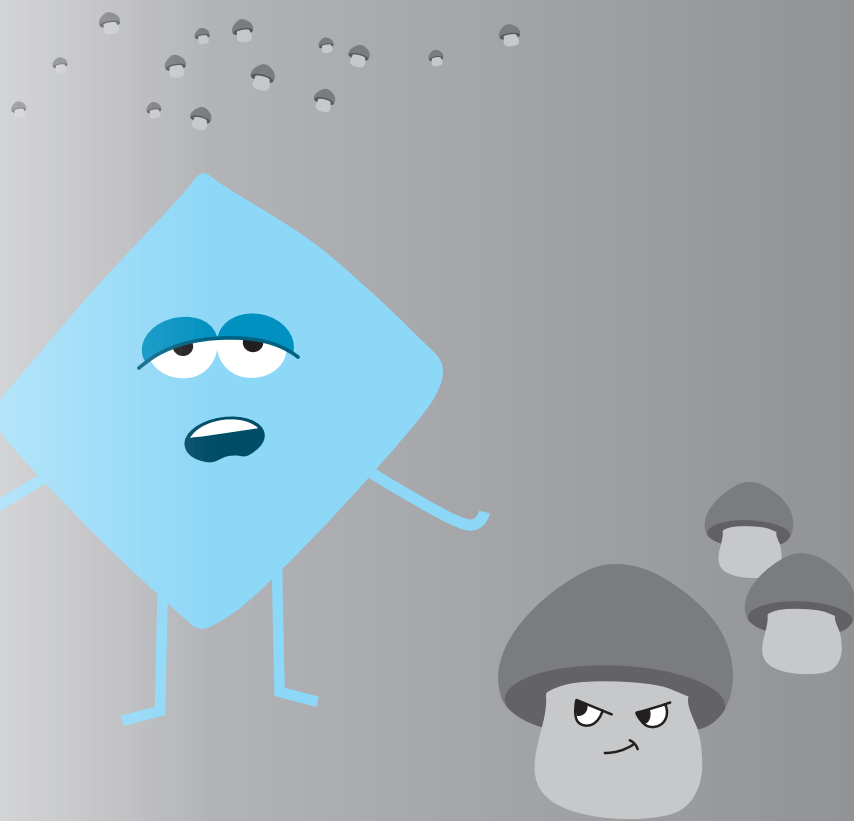
Luc Gélinas then contested the CNESST decision. Valérie Dubé and Maude Lyonnais-Bourque, union advisors of the Fédération des professionnelles et professionnels de l'éducation (FPPE-CSQ), argued his case before the Administrative Labour Tribunal. Jacques Landry, president of the Syndicat des professionnelles et professionnels de la Montérégie (SPPM-CSQ), supported Luc Gélinas throughout the process.

"This battle became a matter of principle for our union and our federation. We even had to submit access to information requests to get reports about work conducted at the Centre. These reports clearly indicated the presence of a significant quantity of water coming from the water table as well as mould in both the crawl space and the basement of the Centre. We also had to undertake legal proceedings to win the right to have the premises inspected by an independent inspector," Jacques Landry explains.

## A DECISIVE VICTORY

Luc Gélinas finally won his case after a five-year legal battle. Justice Marlène Auclair of the Administrative Labour Tribunal concluded that the presence of mould in the workplace contributed in a "significant" way to the non-allergenic rhinitis that he had suffered. It was determined that Luc Gélinas did sustain an occupational injury. As a result, he was entitled to the benefits provided for under the *Act respecting industrial accidents and occupational diseases*.

<sup>1</sup> Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST).



Have you experienced symptoms similar to those of Luc Gélinas? Visit the dossier section of the [lacsq.org/sst](https://lacsq.org/sst) website to learn more about indoor air quality, mould and other contaminants, as well as the steps you need to take. Above all, talk to your union about it!



Photo François Beuregard

From left to right: Valérie Dubé, Johanne Pomerleau, Jacques Landry and Maude Lyonnais-Bourque

## A SIGNIFICANT PRECEDENT

"This is an important victory for the FPPE-CSQ and for all persons who suffer from poor air quality in their workplace, because the connection between the presence of mould and occupational disease is extremely difficult to legally establish," explained Maude Lyonnais-Bourque, an attorney with the Federation.

"We hope this decision will create a precedent and enable other education workers to receive adequate compensation. This is a crucial public health issue for staff, but also for students, who are obligated by law to attend these institutions on a daily basis," concluded Johanne Pomerleau, president of the FPPE-CSQ.

# SONIA ETHIER ALREADY GETTING THINGS DONE

A special needs teacher, the new President of the CSQ is well known for her candour, her energetic union activism and her determination.

Félix Cauchy-Charest | CSQ ADVISOR

As soon as she was elected, Sonia Ethier set in motion the theme of the latest CSQ Congress: Action is our power! CSQ Magazine met with her to discuss future actions and the challenges awaiting her.

### **CSQ MAGAZINE: WHAT ARE YOUR PRIORITIES OVER THE NEXT THREE YEARS?**

**Sonia Ethier:** Ensure that we succeed, working collectively, in improving our working conditions. For our well-being, but also because our working conditions have a direct impact on the quality of services in education, childcare and in the health and social services network.

We have to convince the government to review its personnel management model and replace it with a more humane approach that does not endanger our mental and physical health. We can do this through collective action. The challenge is tremendous, but together, we can meet it.

### **DURING CONGRESS THERE WAS A LOT OF DISCUSSION AROUND HEAVY WORKLOADS, LOSS OF MEANING AT WORK AND WORKPLACE VIOLENCE. WHAT ACTIONS DOES THE CSQ INTEND TO TAKE TO ADDRESS THESE PROBLEMS?**

We will meet with our members in the field to talk to them about their working conditions. They must realize that they are not responsible for the problems they are experiencing. They are not the ones who are poorly organized or who badly manage their time. The source of the problems is the work organization model that's imposed on them; it's focused on results without taking into account the professional context.

Thanks to our forum on work organization and our Congress, we are equipped to formulate our collective action plan and demand more humane workplaces.

### **RESULTS-BASED MANAGEMENT HAS BEEN PERMEATING OUR WORKPLACES FOR A LONG TIME. HOW CAN WE FIGHT THIS TREND?**

The current management models are inhumane and are causing suffering, stress and burnout among staff. We must act swiftly and propose alternatives. The first stage is for workers to become aware of the situation. We must also create and rebuild work collectives.

Furthermore, we must tell the public that the quality of services requires improved working conditions in healthcare, education and childcare. In the past, we have shown that budget cuts far exceeded later reinvestments. If we want to mobilize people, we must inform them of the reality of the situation based on accurate data.

### **IS IT POSSIBLE TO RALLY THE SUPPORT OF THE PUBLIC AROUND THIS MAJOR PROCESS OF COLLECTIVE ACTION?**

Yes, by proposing concrete solutions that will have tangible effects on the quality of services. We need to start by countering the government's narrative, which has people believing that public finance is preventing us from investing sufficiently.

We have shown that the government could recover billions of dollars by going after tax havens and that the implementation of a fully public drug-insurance plan would enrich the State's coffers by about three billion dollars.

This money could be reinvested in our schools, our hospitals, our childcare services and our community organizations. There are many solutions that do not require reducing services to the public and that ensure stable, adequate funding for the State.

### **SIGNIFICANT NEGOTIATIONS WILL TAKE PLACE OVER THE NEXT THREE YEAR. WHAT ROLE WILL THE CSQ PLAY?**

We will be front and centre, loudly and clearly articulating the demands of the workers we represent, workers who are experiencing ever-increasing work overload and precarious employment. In all the sectors, we are running up against inhumane management models. Employers want ever-greater flexibility and mobility from their employees. The situation has become insane and we have to tackle it! And we will do so by supporting our affiliated federations and unions in their negotiations.

### **IS THE TIME RIGHT FOR TAKING ACTION?**

We have to oppose the action of employers who are relentlessly trying to destroy what remains of our work collectives. Management is organizing and wishes to further dismantle unionism in Québec. Why? Because it is a rampart and a means of reducing inequalities and giving power to workers.

We stepped up to the plate to win pay equity and we are fighting for better work-family balance and to amend the *Act respecting labour standards*. Unionism advances our society in the right direction, and we must not allow ourselves to be silenced.

## WHAT LESSONS CAN WE DRAW FROM THE PAST?

The past has shown us that when we act in solidarity and we persevere, we come out ahead. Today, the challenges before us may be different, but the recipe for victory is the same: solidarity. Employers are pushing us toward individualism and isolation through precarity, the fragmentation of tasks and ever-stricter requirements. We have to break out of this isolation and build a shared agenda around our solidarity.

## ON ANOTHER ISSUE, WHAT PLACE WILL BE GIVEN TO FIGHTING CLIMATE CHANGE IN THE CSQ AGENDA?

During the elections, the environment did not seem to be a priority for the political parties. We should continue to apply pressure so that the CAQ<sup>1</sup> government includes the environment as one of its priorities.

The CSQ is well equipped to deal with environmental issues, thanks to its network of Brundtland green establishments (EVB-CSQ), which is composed of committed activists. It is a very important source of change and mobilization in encouraging our decision-makers to take measures to combat climate change.

## WHAT IS THE CSQ DOING TO PREPARE ITSELF FOR THE SIGNIFICANT TRANSFORMATION OF WORK AND EMPLOYMENT CAUSED BY DIGITAL TECHNOLOGIES?

We conducted an extensive consultation with the education network on this issue and we are continuing to consult in all our activity sectors. We are also taking part in meetings with the Ministère with regard to the rollout of the Digital Action Plan for Education, and I believe we really are in the forefront.

Technology will continue to advance and intrude on our lives. We must have the ability to exercise oversight over digital technology and its impacts on our working conditions, particularly with regard to professional autonomy. This is essential.

<sup>1</sup> Coalition avenir Québec.



Sonia Ethier

Photo François Beaugard

## DO WE HAVE THE STRENGTH TO TRANSFORM SOCIETY?

Yes, absolutely! One thing is certain, there is no shortage of challenges. Collectively, we'll have to roll up our sleeves, unite and take action to bring about change. More humane workplaces will not pop up out of nowhere, especially when we are compelled to confront a system that is attempting to isolate us and break our momentum.

The greatest strength of the union movement rests with our capacity for defining a shared project and grounding our collective efforts within it. Of course we do not possess the financial or legislative resources of our adversaries. But we have something better: we have the strength of our numbers and the motivation to advance Quebec for the benefit of everyone. I believe this more than ever. Together, we can accomplish great things!

# LIKE A FISH IN WATER

Swimming pool supervisor Frédéric Marquis<sup>1</sup> monitors the safety of students in his school board, while striving to share with them his passion for swimming.

Martin Cayouette | FPSS-CSQ ADVISOR

Eight years ago, when he was working as a student supervisor, Frédéric Marquis agreed to take lifeguard training offered by his employer, the Commission scolaire De la Jonquière. “Back then, my knowledge of swimming was fairly limited. I didn’t know any swimming styles. I had a lot to learn!” he says.

However, he was a quick study and even discovered he had a passion for swimming: “In the pool, I really feel at home. I feel useful.”

## A TYPICAL DAY FOR AN ATYPICAL JOB

Frédéric Marquis works in collaboration with physical education teachers. While they teach students a variety of swimming styles, he monitors their safety and teaches them life-saving techniques. “You need to be attentive to the slightest signs of distress and be ready to come to the rescue at all times,” he adds.

Frédéric Marquis also receives groups of students with disabilities. He has specialized equipment to help them get in the water. “Each type of disability requires a specific action. My goal is to make sure everyone has the opportunity to have fun and enjoy being in the water.”

## A SHARED PASSION

Frédéric Marquis also founded swimming clubs that are very popular among the students. “I want to share my passion for the sport with them. It’s a form of life insurance!” He also started a healthy lifestyles club for school board employees in collaboration with the school’s recreational activities technician.

“From 4:00 p.m. to 5:00 p.m., teachers, janitors, attendants for handicapped students and many others get together to go swimming.” Visibly pleased, he points out that “many of them are really diligent and are developing healthy lifestyle habits!”



Frédéric Marquis

<sup>1</sup> Frédéric Marquis is a member of the Syndicat du personnel de soutien scolaire de Jonquière (CSQ).

# HIGHER EDUCATION MUST BE A PRIORITY

Does the arrival of a CAQ government in Québec City mean a change in direction for higher education?

Simon Lavigne | CSQ ADVISOR

Although this political party has promoted many priorities in education, it has had very little to say about its intentions with regard to the college and university networks. While many have heralded Minister of Education and Higher Education Jean-François Roberge's voluntarist stance, it is not transparent. The ministerial office's recruitment of Martin Maltais, associated with the IREC,<sup>1</sup> and the appointment of Youri Chassin (associated with the MEI<sup>2</sup>) as parliamentary secretary, is disconcerting, to say the least.

One fact remains. Higher education must become a government priority once again and be assured of a structuring, predictable financial commitment that meets the real needs of student populations. The outgoing Liberal government's vote-seeking catch-up budget did not erase the failings of the first three years of its term. According to the Fédération des cégeps, the shortfall in the college system was \$155 million from 2011 to 2016. In the university network, it has reached nearly \$2 billion over the past 15 years, based on the numbers produced by the Fédération québécoise des professeures et professeurs d'université.

## REVIEW THE FUNDING MODEL

According to Lucie Piché,<sup>3</sup> a review of the funding model for the college network is absolutely necessary to meet the real needs of colleges and to take the size of the CEGEPs, regional realities and the missions of each college into consideration. "The network needs stable, recurring funding. However, over the past two years, we have observed the opposite trend, with an increase in



Photo François Beauregard

**From left to right: Vincent Beaucher, Valérie Fontaine, Sonia Ethier, Élise Poudrette and Lucie Piché.**

envelopes dedicated to specific projects. This trend has further weakened the network, following the massive divestment during the years of austerity."

Suzanne Tousignant<sup>4</sup> notes that the needs of student populations have exploded. "From 2016 to 2017, we observed an increase of nearly 25% in the number of students with a disability. It has been shown that students are increasingly prone to anxiety and depression and that the onset of adulthood is when mental health problems often emerge."

<sup>1</sup> Institut de recherche en économie contemporaine.

<sup>2</sup> Montréal Economic Institute.

<sup>3</sup> Lucie Piché is president of the Fédération des enseignantes et enseignants de CEGEP (FEC-CSQ).

<sup>4</sup> Suzanne Tousignant is president of the Fédération du personnel professionnel des collèges (FPPC-CSQ).

## THE IMPORTANCE OF STABILITY

According to Valérie Fontaine,<sup>5</sup> funding of support staff and professionals must be stabilized. "In other words, a dedicated, predictable funding envelope is needed to ensure that all staff are able to provide services that meet the needs. Unfortunately, these people are the first victims of cutbacks imposed in higher education."

Vincent Beaucher<sup>6</sup> emphasizes the undue stress and the loss of expertise that universities have experienced in recent years as lecturers have lost their employment ties. "This teaching staff is responsible for giving most of the courses offered in Québec's universities; as such, it is on the front line of a quality university experience." André Gagné shares a similar observation:<sup>7</sup> "The

precarious status to which our members are subjected is not justified when we consider the duration of subsidies granted to the research organizations that employ them."

Sonia Ethier<sup>8</sup> points out that the close relationship that teaching, professional and support staff have with student populations provides them with a perspective that deserves to be heard by the incoming government. "Every day, we measure the impact of the issues in higher education. We have solutions to propose and, as partners, we want to build a network that meets the needs and the aspirations of Quebecers, while remaining true to the values that have been the cornerstone of the network's creation," she concludes.

<sup>5</sup> Valérie Fontaine is president of the Fédération du personnel de soutien de l'enseignement supérieur (FPSES-CSQ).

<sup>6</sup> Vincent Beaucher is president of the Syndicat des chargées et chargés de cours de l'Université de Sherbrooke (SCCUS-CSQ).

<sup>7</sup> André Gagné is president of the Syndicat des professionnelles et professionnels de recherche de l'Université Laval (SPPRUL-CSQ).

<sup>8</sup> Sonia Ethier is president of the Centrale des syndicats du Québec (CSQ).



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PUBLIC HEALTHCARE SYSTEM

# 100 DAYS TO EXIT THE GREAT DARKNESS

Four fundamental actions to restore the healthcare system and 100 days to implement them. Will the new government be up to the task?

Lise Goulet | CSQ ADVISOR

Claire Montour<sup>1</sup> deplores the current state of the healthcare system and the government's failure to take action to remedy the situation.

"Being required to constantly adjust to multiple work environments and master numerous areas of expertise creates psychological stress that leads to burnout for many people. It comes as no surprise that people are no longer interested in the current full-time positions, which are unstable and inhumane. In fact, many exhausted and discouraged workers have lost hope of seeing any improvement in their situation. Things have got to change!"

## A MATTER OF STABILITY

The CSQ and the FSQ-CSQ believe that the new government must respect healthcare



Photo François Beauregard

**Demonstration in front of the Radio-Canada offices on September 13, 2018, during the leaders' televised debate.**

personnel and win back their trust. It must give guarantees for decent working conditions and create attractive full-time positions that will help stabilize care teams.

"This is the only way to break the vicious cycle of organizational problems, institute a sustainable solution for workforce shortages and ensure the delivery of safe, quality healthcare," adds Sonia Ethier.<sup>2</sup>

<sup>1</sup> Claire Montour is president of the Fédération de la Santé du Québec (FSQ-CSQ).

<sup>2</sup> Sonia Ethier is president of the Centrale des syndicats du Québec.

Visual from the  
“100 Days for  
Health” campaign  
(available in  
French only)



## A MATTER OF SAFETY

Staff shortages, unstable care teams and widespread burnout among staff undeniably affect the quality and safety of healthcare, as evidenced by the alarming rise of incidents and accidents in the network, and the increase in complaints and reports.

“In some regions, the increase in accidents occurring during delivery of health-care was close to 17% over the past year,” the CSQ president explained.

## STRICT JOB REQUIREMENTS

In addition, the numerous job requirements and proliferation of clinical assessment and monitoring tools add to the complexity of tasks. For example, in the field of mental health, there are about a dozen clinical guides<sup>3</sup> to support the development of the therapeutic nursing plan (TNP).

In a hospital's medical department, over forty clinical forms can exist. Many interventions are subject to nursing directives and medical protocols.

“Transferring personnel from one activity sector to another when job requirements are increasingly specific and demanding can result in errors and jeopardize the quality of care. This makes absolutely no sense!” exclaimed Claire Montour.

## FOUR ACTIONS AND 100 DAYS TO IMPLEMENT THEM

On September 13, 2018, in the midst of the election campaign, Sonia Ethier and Claire Montour publicly questioned the leaders of the four political parties during their first debate. On behalf of healthcare workers, they demanded that the leaders commit to implementing four fundamental and urgent actions within 100 days of the election to put the healthcare system back on track:

1. Immediately enhance and stabilize the funding of healthcare institutions to allow them to post attractive full-time positions and remedy the shortage problems that plague our healthcare system.
2. Decentralize the management of human resources, restore the ability of workplaces to manage staff scheduling based on the specific needs and the reality of each workplace, and stop

scheduling management based on the systematic use of overtime.

3. Issue a ministerial directive prohibiting unfair requirements for flexibility and mobility.
4. Pass framework legislation to promote and support family-work-education balance.

## TAKING HEALTHCARE OUT OF THE GREAT DARKNESS

Sixty years ago, Premier Paul Sauvé, the successor of Maurice Duplessis, launched Québec's exit from the Great Darkness within 100 days. Thanks to a few concrete measures quickly passed in the Assembly, he threw the doors wide open to Jean Lesage and his team, and to the Quiet Revolution.

Will the new government have the courage to emulate this transformative event? To explore the dossier:

[100jourssante.lacsq.org/](http://100jourssante.lacsq.org/).

<sup>3</sup> Psychological and behavioural symptoms of dementia (SPCD), Substance abuse, Delirium, Cognitive impairments, Attention deficit disorder with or without hyperactivity ADD or ADHD), Mood disorders: depressive episode, Mood disorders: manic episode, Psychotic disorders, Risk of violence, Risk of suicide.

# RRSP+

Positively invested

## An RRSP+ is more profitable than a regular RRSP

An RRSP makes it possible to save by deferring the tax payable on the amount you invest. The additional benefit the RRSP+ offers over a regular RRSP is that it saves you 30% more in tax. By saving more in tax, you save even faster. Best of all, these extra tax savings goes directly into your pocket!

### For a \$1,000 RRSP

#### Regular RRSP



#### RRSP+ with the Fonds



➤ With RRSP+ **payroll deductions**, your contributions are deducted from your pay by your employer. As a result, you benefit from the additional 30% in tax savings immediately on each pay rather than on your tax return, and your payments are much smaller.

➤ **Automatic bank withdrawals** are another flexible way to save since you can transfer the amount you want to invest from your bank account at the frequency of your choice.

➤ **\$12.65<sup>1</sup> PER PAY.**

That's what it costs to save \$1,000 in an RRSP+ each year.

## Ready to start saving with an RRSP+ with the Fonds?



➤ Call **1 800 567-FONDS** (3663) (Monday to Friday, between 8:30 a.m. and 5 p.m.)



➤ Visit our site **fondsftq.com**



➤ Speak with your **local representative** in your workplace or communicate with **Langis Beaulieu**, coordinator – CSQ at 1 800 361-5017

<sup>1</sup> Example for the 2018 taxation year, based on a person with a \$40,000 taxable annual income at a marginal tax rate of 27.5% who receives 26 paychecks per year and benefits from a tax refund on each paycheck. These amounts are estimates that could vary depending on your taxation status. The tax credits granted to the shareholders of the Fonds are 15% at the federal level and 15% at the provincial level. Tax credits are capped at \$1,500 per fiscal year, which represents a \$5,000 purchase of shares of the Fonds de solidarité FTQ. Please read the prospectus before buying Fonds de solidarité FTQ shares. Copies of the prospectus may be obtained on the [fondsftq.com](http://fondsftq.com) website, from a local representative or at the offices of the Fonds de solidarité FTQ. The shares of the Fonds de solidarité FTQ are not guaranteed, their value changes and past performance may not be repeated.