

IN THIS ISSUE

- 2 / A Word from the Secretary General**
- 2 / June General Council Meeting**
- 2 / Union Renewal: An Inevitable Need?**
- 3 / A Convention for the Next Generation**
- 3 / The Greying of the Population**
- 4 / I am a Health and Social Services Aide**

2013-2014 Calendar

- General Council**
Sheraton Laval Hotel, October 2–3, 2013
- General Council**
Sheraton Laval Hotel, December 11–12, 2013
- PPP Conference**
Sheraton Laval Hotel, February 3, 2014
- Convention study session**
Sheraton Laval Hotel, February 4–5, 2014
- General Council**
Sheraton Laval Hotel, February 6–7, 2014
- General Council**
Sheraton Laval Hotel, April 9–10, 2014
- Convention preparation conference**
Hôtel Rimouski,
September 30 and October 1–2, 2014
- General Council**
Hôtel Rimouski, October 3, 2014
- General Council**
Loews Hôtel Le Concorde, Quebec City
December 10–11, 2014

The Review

The Optimization of Health-care Services is Far from Optimal!

by Sylvain Lemieux

GOVERNMENT LEADERS HAVE ALWAYS BEEN EXTREMELY IMAGINATIVE WHEN DISCUSSING BUDGET CUTS. THEY USE WORDS LIKE RATIONALIZATION, REENGINEERING, MANAGEMENT, MODERNIZATION AND REORGANIZATION. ONE OF THEIR LATEST FAVOURITES IS “THE OPTIMIZATION OF HEALTH CARE.”

Before the changes imposed by budget cuts, workers in the health and social services network used terms like patients, health care, professionalism and administration on the job. Now it seems that these terms are outdated. Today they have to talk about clients, efficiency, productivity and management. The primary objective is no longer to improve quality of care but to reduce costs¹, a practice that creates a culture based on measuring efficiencies. This task, which is usually entrusted to private firms unfamiliar with our work environments, is just one more way to erode quality of care, often by masking or trivializing the human factor and professionalism.

Unfortunately, this is the philosophy behind optimization.

Optimization by numbers

First introduced by the Liberal government, the optimization plan is now in its third year. Since 2011, the measure has translated into \$225 million in cuts to the Montréal health agency alone. In 2013-2014, the agency's budget will be slashed by another \$100.9 million.

In principle, these cuts are never supposed to affect services. In fact, according to Minister Réjean Hébert, there are no cuts in the health-care network. The last budget even provided for a 4.8% increase.²

So why is there no sign of this increase in the workplace? Why are we witnessing job cuts everywhere?

Optimization: Not that obvious

The government's instructions to cut positions are usually aimed at the following functions:

- Administration;
- Food services;
- Procurement;
- And any other additional efforts to make cuts.

In our opinion, the problem lies in the fact that those who are asked to cut positions are those whose own positions should be cut. Why do you think that the cuts almost always target unionized positions? Because managers are allowed to make cutbacks wherever they like. They don't work on the floor; in fact many of them have never even been in the trenches, yet they are the ones being asked to cut jobs.

Ultimately, the cuts are made unilaterally and indiscriminately. The remaining employees' workload is increased, which does nothing to optimize the network. These measures only serve to slow down the health-care system.

1. Fédération des Infirmiers/ères du Québec, *Des modèles de gestions à connaître : Lean, Six Sigma et Lean Six Sigma*, November 2011.
2. Archambault, Héloïse, Pas de compression dans la santé, Journal de Montréal, Friday, June 7, 2013.

For example, at the Centre jeunesse de Montréal (CJM), 150 unionized administrative positions were eliminated, including 60 this year alone. At the Institut de réadaptation en déficience physique de Québec (IRDPQ), three out of seven cook positions and 14 out of 19 food service attendant positions have been axed. At the Institut Philippe-Pinel de Montréal (IPPM), a plan was proposed to close two units, leading to the elimination of 25 unionized positions. Fortunately, the plan was rejected by the Minister, who was forced to intervene in order to prevent the employer from going ahead with its budget cut plan. A moratorium is now in effect but there's no guarantee that the cuts won't be back on the table.

In our opinion, cutting services is neither a viable nor an appropriate solution.

Cutting management personnel


According to the Montréal health and social services agency, only \$18.6 million of the \$100.9 million in cuts will affect administration.³ It's highly likely that management will remain largely unaffected.

In 2010-2011, management payroll topped \$1 billion, representing a 29% increase over five years. Fortunately, manager bonuses, which cost Québec taxpayers nearly \$17 million, were cut in 2010. However, there has been a 51% increase in the number of managers in the province over the last 10 years, despite the Department of health and social services' policy of one manager per 17 employees.⁴

3. Archambault, Héloïse, Pas de compression dans la santé, Journal de Montréal, Friday, June 7, 2013.

4. <http://argent.canoe.ca/nouvelles/affaires/sante-plus-dun-milliard-en-salaires-aux-cadres-9012012>

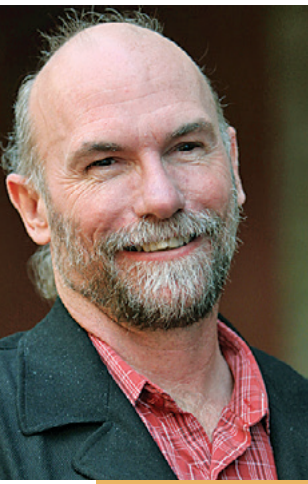
TO BE CONTINUED ON PAGE 3



4
A words
from the
President

by Marco Lutfy

**HAVE
A GREAT
SUMMER!**



A Word from the Secretary General

by Michel Jolin

The H-men

The policies coming out of Quebec City and Ottawa by politicians Harper and Hébert are making our blood pressure rise, and that's no joke.

Today let's talk about the Minister of Health and his White Paper on the Creation of Autonomy Insurance.

I can't dispute the White Paper's objectives,

which are to make home care more accessible. I'm sure most people want to live at home as long as they possibly can.

I also have no argument with the principles espoused by Minister Hébert: universality, solidarity, accessibility, fairness and public management. As a union, we uphold most of these principles.

The problem is, why does Minister Hébert want to outsource the delivery of services?

His intention, among other things, is to assign assistance for activities of daily living to social economy domestic help enterprises (SEDHE)

and private CHLSDs. In the health and social services network, we have health and social services aides who do an amazing job. They are OUR home care professionals.

Why cast aside these men and women? Why risk reducing the quality of services? Why, Mr. Hébert?

You will need to answer these questions.

So you want to submit your bill quickly, as early as this fall, and make history?

Unless you change your intentions, Mr. Hébert, you'll be coming up against some health and social services aides along the way.

JUNE GENERAL COUNCIL MEETING

by Michel Jolin

Lucie Levasseur and Denis Bolduc, President and Secretary of CUPE-Québec respectively, announced that they would be seeking new terms at the Convention on June 18-21, 2013.

Alain Tessier, sector coordinator, gave a presentation on the d'Amours report on retirement programs. We learned that supplemental programs in the municipalities and the universities were experiencing challenges. Our retirement program, the RREGOP, is not directly affected by the report's recommendations.

The author emphasized the following three recommendations:

- 1- Create a longevity pension
- 2- Find better capitalization methods
- 3- Stop subsidizing retirements before age 55

CUPE-Québec has asked to provide input before a parliamentary committee.

There were a host of elections at this General Council. Here are the newly elected officers:

Élyse Boivin, Local 2667,
Provincial Vice President

Simon Beaulieu, Local 3247,
Class 2 Committee

France Santerre, Local 1751,
Class 2 Committee

Martin Careau, Local 1108,
Insurance Committee

Mélanie Gougeon, Local 2960,
Job Title Committee

The following members will represent us on the Board and on the CUPE-Québec General Council:

Marco Lutfy, CPAS President,
Vice President of the social affairs sector

Michel Jolin, CPAS Secretary General,
Director of the social affairs sector

Pierre Soucy, VP Québec/Beauce/Appalaches/
Bas-St-Laurent,
Director of the social affairs sector

Paul-André Clermont, VP Abitibi/Témiscamingue/
Nord-du-Québec,
Director of the social affairs sector

Guy Jolicoeur, VP Montréal/Outaouais/
Laurentides/Lanaudière/Montérégie,
Director the social affairs sector

Manon Lupien, Local 5436,
Director of the social affairs sector

Pierre Girard, Local 1751,
Director of the social affairs sector

CPAS President Marco Lutfy announced his appointment as Regional Vice-President, Québec, on CUPE's National Executive Board.



Élyse Boivin, Local 2667

Union Renewal: An Inevitable Need?

by Sylvain Lemieux

THERE IS MORE AND MORE TALK ABOUT RENEWAL IN UNION CIRCLES. IT SEEMS TO HAVE MANY DEFINITIONS AND BE USED IN A MYRIAD OF CONTEXTS, BUT WHAT DOES THIS NEW CONCEPT REALLY MEAN?

According to the Interuniversity Research Centre on Globalization and Work (CRIMT),¹ union renewal is widely viewed as the answer to union members' search for a tool to combat new economic realities. According to the CRIMT:

"Regardless of workplace, country or continent, unions are facing the same mantras: globalization, flexibilization, deregulation, liberalization, privatization, individualization... Traditional forms of action are being re-assessed, gains are difficult to maintain, the voice of workers is struggling to be heard..."

Union renewal is thought to be a solution to the weakening of unions in the face of global neoliberalism. For union policy, it's a change in direction that dispenses with concertation, a practice that no longer leads to the preservation of jobs or working

conditions. The union renewal movement advocates a return to the debates on key social and economic issues that characterized the 1960s and 70s.

For former union representative François Lamarche² and other authors, union renewal is a movement that responds to current needs and issues by:

- Strengthening the international union movement
- Tightening alliances with other social movements
- Increasing corporate social responsibility
- Intervening in the management of pension funds
- Supporting the social and solidarity economy

According to Lamarche, one condition is essential for union renewal to have an effect: young people must be involved in union activities. To achieve this participation, the union movement must address the issues that mobilize youth: the environment, sustainable development, equitable distribution of wealth, and international solidarity.

Many Québec union advocates believe that union renewal emerged from the shadows after the "maple spring," and that the union movement should be informed by the student struggle. As Michel Coutu,³ a Professor of labour law at the Université de Montréal, pointed out, unions didn't manage to lend crucial sup-

port to the student movement at the decisive moment, despite being sympathetic to the cause.

Coutu further remarked that this failure only highlighted the gap between the dynamism of the student social movement and the unions' timidity. Unions should take a leaf from the students' book and find the means to occupy the political landscape, challenge the government and negotiate in the face of economic and social pressures, just as the students have done.

The challenges are many: new employment insurance rules; attacks on pension funds, the Rand formula and the right to unionize; Bill C-377's impact on the financial management of unions; and so forth.

Who knows? Perhaps the Harper Government's debatable choices will spark union renewal!

1. Interuniversity Research Centre on Globalization and Work (CRIMT): www.crimt.org.
2. Lamarche, François, Crises et renouveau syndical, Revue vie économique, Volume 2, No. 2, Éditions Vie Économique (EVE), Solidarity Cooperative (http://www.eve.coop/mwcontenu/revues/7/60/RVE_vol2_no2_Lamarche.pdf).
3. Coutu, Michel, Les carrées rouges doivent inspirer un renouveau syndical, Le Devoir, October 30, 2012.

A Convention for the Next Generation

by Ronald Boisrond

There was an obvious feeling of inter-generational solidarity at the recent CUPE-Québec Convention in Quebec City. In an environment where unions are under attack from all sides, CUPE-Québec is well aware of the challenges it faces and doing everything it can to attract the next generation of activists.

However, there's no question that we have our work cut out for us. We have to try harder, but we haven't lost hope.

According to a survey we commissioned, young Quebecers have a high opinion of unions and their contribution to defending workers' rights. They also feel that this defence is still relevant today (82%) and that unions are still needed on the front lines (55%).

At the Convention, we heard from guest speaker Martine Desjardins, former President of the FEUQ (a student defence organization), exponent for Québec youth, and a figure we came to know during the "maple spring."

In her well-received presentation, she put a different spin on the mission of unions, pointing out that they need to expand their focus beyond issues that affect only them to include the defence of non-unionized workers. She gave the example of the struggle surrounding employment insurance, a right that affects all workers and one that the unions have vigorously defended.

Unions under attack!

Unlike in previous years, attacks against unions aren't coming from the Liberal Party, but from more right-wing groups.

Over the last three years, Québec has seen the emergence of a new right-wing movement that seems to be increasingly based on US right-wing extremists like the Tea Party.

To give readers an idea of the current situation, its adherents include the "mercenaries" at the Montreal Economic Institute and some of the big mouth, right-wing and trash radio media personalities infesting the media landscape.

In Québec, the CAQ (Coalition Avenir Québec) is the political party that appears to be closest to this right-wing ideology.

These proponents of the free market and a reduced role for government would like to see the privatization of government agencies. What's more, inspired by recent government attacks on unions in Wisconsin, they would like the Québec government to amend the Labour Code to review, for example, the Rand formula (union dues deducted at source by the employer), with the goal of preventing political action by unions and disrupting their effectiveness.

As the powerful big brother to the supporters of this creed, the Conservative government has pulled out its big guns to please its base and bring in the infamous Bill C-377, which aims at nothing less than the gradual reduction of union influence.

Many seasoned observers believe that if the Bill is passed, the Rand formula will be next on the firing line.

For the time being, the most recent Senate amendments to the bill are a victory for Canadian unions. We can't sit on our laurels too long, however; the Conservatives might go back on the offensive as early as this fall.

Elections

A number of important positions were up for election at the Convention. Among the results, President Lucie Levasseur and Secretary General Denis Bolduc were elected by acclamation.

We wish them success as they face difficult social and political conditions in their upcoming terms.

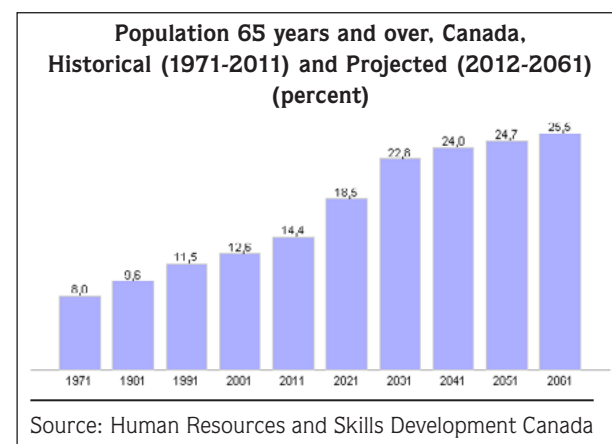
The Greying of the Population

by Ronald Boisrond

A challenge for the healthcare system

FOR DECADES, DEMOGRAPHERS HAVE BEEN SOUNDING THE ALARM ABOUT OUR AGING POPULATION AND ITS IMPLICATIONS FOR THE HEALTHCARE SYSTEM. EXPERTS SAY THAT A POPULATION IS CONSIDERED TO BE AGING WHEN THE NUMBER OF PEOPLE 65 YEARS OF AGE OR OLDER INCREASES OVER 50 CONSECUTIVE YEARS.

THE POPULATION IN QUÉBEC AND THE REST OF CANADA FITS THIS DESCRIPTION. THE NUMBER OF PEOPLE IN THIS AGE GROUP HAS GROWN STEADILY OVER THE PAST 40 YEARS, ESPECIALLY WITH THE INFLUX OF BABY-BOOMERS.



Not everyone agrees about the impact of this trend on our future society. A report published by McGill University in 2000 was relatively optimistic about repercussions on the financing of our healthcare system, even predicting that the government would have additional revenue to absorb the modest increase in healthcare costs over the next 30 years.

The study claims that the effects of an aging population will be felt gradually, i.e. over the span of several decades. For this prediction to materialize, however, the economy needs to grow for the next 40 years. Yet we know from recent history that we, as a society, are not immune to economic crises.

More recent studies paint a darker scenario. They mainly predict a cost increase, especially when the number of persons 80 years of age or older rises.

Japan, Ireland and other countries run the risk of experiencing serious economic problems. According to the Fitch rating agency, some countries may see their credit rating downgraded by several points.

Although the population of Québec will continue to increase until 2026, the number of working age people will decrease. We're having fewer children and our current immigration rates aren't offsetting the decrease in numbers. We're already starting to experience labour

OPTIMISATION / CONTINUED FROM PAGE 1

"There are definitely too many managers," points out Paul Saba, President of the *Coalition des médecins pour la justice sociale* (Coalition of physicians for social justice). "We see it everywhere—managers who manage other managers. The money should be invested in patient care instead."⁵

Conclusion

We're tired of witnessing inefficient changes crippling the health and social services network. We know these cuts are being used to justify the encroachment of private care in our sector. Let's hope that one day, the Department of health and social services will be headed by a Minister capable of making our health and social services network efficient and transforming it into a model for other countries. We want it to be an effective, professional and expeditious network that everyone will be proud to be associated with, either as an employee or a client.

5. <http://liberaux.net>

shortages. According to Emploi-Québec, around 1.4 million Québec jobs will be vacant by 2021.

That means that the healthcare network won't be short of available positions over the coming years. It may want for workers, however, because they're aging too. And it's hard enough to keep them working in the healthcare system as it is!

The Québec and Canadian governments are facing critical choices over the next few years. To combat the effects of an aging population, they will have to invest in geriatric research and development, illness prevention, home care, better working conditions, and so forth.

Importantly, they must avoid the temptation of hiring from the private sector to fill different needs, as this strategy can kill the fundamental tenet of our healthcare system: universal access regardless of income.

1. McGill University report, 2000 (Anne Lefebvre, B.A.; Sources: Lee Soderstrom, Ph.D.), Les affaires.com, Le Devoir.com



The Review

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President : Marco Lutfy

Secretary General : Michel Jolin

Coordinators : Pierre Girard, Guy Jolicoeur, Michel Jolin, Sylvain Lemieux and Ronald Boisrond from the information Committee

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I am a Health and Social Services Aide

What exactly is a health and social services aide?

I work in private homes, nursing homes, group homes and similar environments. I assist and support users and their families by performing tasks that help users overcome any problems they may experience in performing their tasks of daily living.

As part of my duties, I see to the hygiene, well-being, comfort, monitoring and general needs of users. I set up some equipment and provide specific care for which I've been trained. I can also be asked to prepare meals or do household chores.

What makes my work unique is that I don't have just one specific workplace. Instead, I visit all clients wherever they are. My work is physically and psychologically demanding because the places I go to don't always have the proper equipment, which makes my work all the more challenging! That's why I think all health and social services aides deserve to be acknowledged and recognized by the health and social services system.

My co-workers and I are proud to be health and social services aides!

