

ANNUAL REPORT 2007-2008



CENTRE DE RÉADAPTATION DE L'OUEST DE MONTRÉAL  
WEST MONTREAL READAPTATION CENTRE

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WMRC would like to extend its sincere thanks to all those who contributed to the production of this annual report.



WEST MONTREAL  
READAPTATION CENTRE

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## Message from the Chairman of the Board and the Director General

The West Montreal Readaptation Centre (WMRC) is proud of its 2007-2008 achievements, for which it owes tremendous thanks to the Taylor-Birks Foundation and Centre Marc Vanier, its community partners, its users and, most of all, its own highly qualified and dedicated employees.

Year after year, because these trusted collaborators have contributed so much, WMRC is able to offer a continuously improving level and ever-increasing number of services. The centre can also pride itself on its outstanding expertise and the crucial nature of its ongoing research in the field of intellectual disabilities (ID) and pervasive developmental disorders (PDD).

Last year's endeavours included renewed modernization initiatives, continued transformation of community residences, advancement towards accreditation and strategic initiatives leading to the shortening of the waiting list. Financial balance was an objective the WMRC met while undertaking all of these endeavours.

Modernization initiatives in 2007-2008 included the appointment of one local complaints and quality commissioner, one risk manager and one communications and special projects coordinator, common to all three establishments, as well as the modernization of all three centres' research departments, the arrangement by all three Boards of Directors to hold their regular meetings during the same week and the adoption of common procedures by each vigilance and quality committee.

As the efficiencies generated by these modernization initiatives maximize WMRC's use of resources and improve its capacity to offer services, additional initiatives to modernize will take centre stage in 2008-2009.

The coming year will also see WMRC continue its drive towards accreditation by Accreditation Canada, which pressed forward in 2007-2008 with the evaluation of service quality by employees, users and surveyors. The centre's drive towards accreditation demonstrates to its staff, clients, families and community its commitment to quality services.

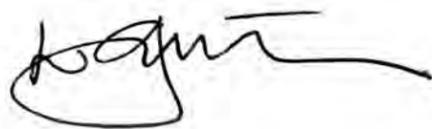
At the service level, the continued transformation of community residences last year has provided a great number of users with environments and lifestyles better adapted to both mainstream society and their own needs, while allowing WMRC to provide a wider spectrum of services.

Last year, WMRC met all of the service objectives set by the *Agence de la santé et des services sociaux de Montréal*. Under its management agreement with the agency, and in conjunction with Montreal's other readaptation centres, WMRC provided input on a plan to update the organization of ID and PDD services island-wide.

Over the next few months, in addition to continued modernization efforts, WMRC will prioritize the development of a three-year strategic plan; a re-examination of its administrative structures; the ongoing pursuit of savings and efficiencies in order to consolidate services to users; sustained efforts to shorten the waiting list; further steps towards accreditation with Accreditation Canada; additional community residence transitions; active involvement in the building of a respite home by the Taylor-Birks Foundation; and budgetary equilibrium.

With so much potential to make a difference in the community, we look forward to the coming year, while saluting the exceptional professionalism of our employees, who were able to maintain exemplary direct services to users in the face of last year's fire damage to our head office.

To our employees again, our caregivers, our partners and friends: thank you for bringing our pursuit of excellence well within reach.



Gary Whittaker, President



Ginette Bissonnette, Director General

### Reliability Statement

I am responsible for the information contained in this annual report. This responsibility pertains to the reliability of data and of related controls.

The results and data disclosed in the West Montreal Readaptation Centre's 2007-2008 annual report:

- Faithfully describe the Centre's mission, mandates, values and strategic orientations;
- Present the Centre's objectives, indicators and results;
- Present accurate and reliable data.

I declare that the data contained in this annual report are reliable, objective and verifiable, as are the controls over such data. These data reflect the situation as at March 31, 2008.



Ginette Bissonnette  
Director General

## Mission

The Act Respecting Health Services and Social Services (R.S.Q., c. S-4.2) defines West Montreal Readaptation Centre as a rehabilitation centre for people with intellectual disabilities and pervasive developmental disorders (CRDI-TED). Its mission is to offer specialized habilitation, rehabilitation and social integration to persons who, by reason of their intellectual disability or pervasive developmental disorder, require such services. The establishment also offers support to the families and entourage of the individuals that it serves.

West Montreal Readaptation Centre shall receive, upon referral, persons with an intellectual disability or a pervasive developmental disorder; the establishment ensures that their needs are assessed and that the required services are offered to them within the establishment's facilities or within the person's own environment, at school, at work or at home, or wherever necessary, and that they are referred, as soon as possible, to the centres, organizations or persons best suited to assist them.

West Montreal Readaptation Centre offers services to help individuals achieve their full potential. The establishment promotes and supports social integration and participation in many aspects of their lives, as well as their access to the same services offered to all the population. The ultimate goal is to enable persons with intellectual disabilities or pervasive developmental disorders to enjoy a quality of life similar to that of any other citizen.

To this end, we focus our actions around the following values in order to ensure quality services:

### Mutual Respect

Integrity, understanding and cooperation.

### Quality

Continuous improvement in service delivery.

### Valorization

Enrichment of the competence of people with an intellectual disability or a pervasive developmental disorder, thereby enhancing their social image within the community.

Our programs encourage, facilitate and promote the participation of our users in the daily social life of the community.



## The Board of Directors and its Committees

### BOARD OF DIRECTORS

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#### Officers

Gary Whittaker, Chairman  
Electoral College: Population  
Blair Tisshaw, Vice-President/Treasurer  
Electoral College: Agency appointment  
Isabelle Lamarre, Secretary  
Electoral College: Agency appointment  
Jacques Nolin, Board Member  
Electoral College: Population

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#### Board Members

David Allen  
Electoral College: Users' Committee  
Jennifer Damiani  
Electoral College: Population  
Brian Griffis  
Electoral College: Population  
Ian Moodie  
Electoral College: Foundations  
Patricia Morris  
Electoral College: Co-optation  
Raymond Palmer  
Electoral College: Non-Clinical Personnel  
Deppy Papandreou  
Electoral College: Users' Committee  
Stephanie Torchin  
Electoral College: Multidisciplinary Council  
Frank Vincelli  
Electoral College: Multidisciplinary Council  
Kelly Wilson  
Electoral College: Multidisciplinary Council

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#### Director General

Ginette Bissonnette

### BOARD OF DIRECTORS' COMMITTEES

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#### Executive Committee

Gary Whittaker, President  
Blair Tisshaw, Vice-President/Treasurer  
Isabelle Lamarre, Secretary  
Jacques Nolin, President, Finance and Audit Committee  
Ginette Bissonnette

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#### Finance and Audit Committee

Jacques Nolin, President  
Ginette Bissonnette  
Ian Moodie  
Patricia Morris

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#### Board Ethics and Conduct Committee Officers

Isabelle Lamarre, President  
Brian Griffis  
Stephanie Torchin

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#### Multidisciplinary Council

Stephanie Torchin, President  
Monique Bureau, Vice-President  
Sébastien Tremblay, Treasurer  
Ginette Bissonnette  
Maria Dolores Casagran (interim)  
Rhoda Root  
Frank Vincelli  
Kelly Wilson

#### Users' Committee

Deppy Papandreou, President  
Terry Rutherford, Co-President  
Louise Beaudry, Vice-President  
Kosta Tsambalieros, Co-Vice-President  
Thérèse Bélanger Ardron, Secretary  
Hannah Lusthaus, Co-Secretary  
Robert Culley, Treasurer  
David Allen, Co-Treasurer  
Stéphane Bertrand  
Christopher Chang  
Paul Coudriau  
Norine Gabriel  
Tina Lemieux  
Johanne Lessard  
Colleen Timm  
Lydia Waddell  
Maureen Walker

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#### Vigilance and Quality Committee

Deppy Papandreou, President  
Ginette Bissonnette  
Isabelle Lamarre  
Dominique Normand  
Blair Tisshaw

## Senior Management

Ginette Bissonnette Director General	Céline Levac Director of Financial and Technical Services
Martine Beurivage Director of Child and Family Services	Céline Mercier Director of Research and Education
Jack Carlon Counsellor-Cadre to the Director General	Katherine Moxness Director of Professional Services and Quality
Paula Celani Director of Adult and Family Services – West Zone	Francine Rondou Director of Human Resources
Toni Di Re Assistant Director General – Adult and Family Services	Rhoda Root Director of Adult and Family Services – Metro Zone
Donald Foidart Counsellor-Cadre to the Director General	Sylvie Tremblay Coordinator of Communications and Special Projects
Suzanne Hamelin Manager, Administrative Sector and Translation Activities	

## Personnel

The following table represents the West Montreal Readaptation Centre's employee distribution as at March 31, 2008.

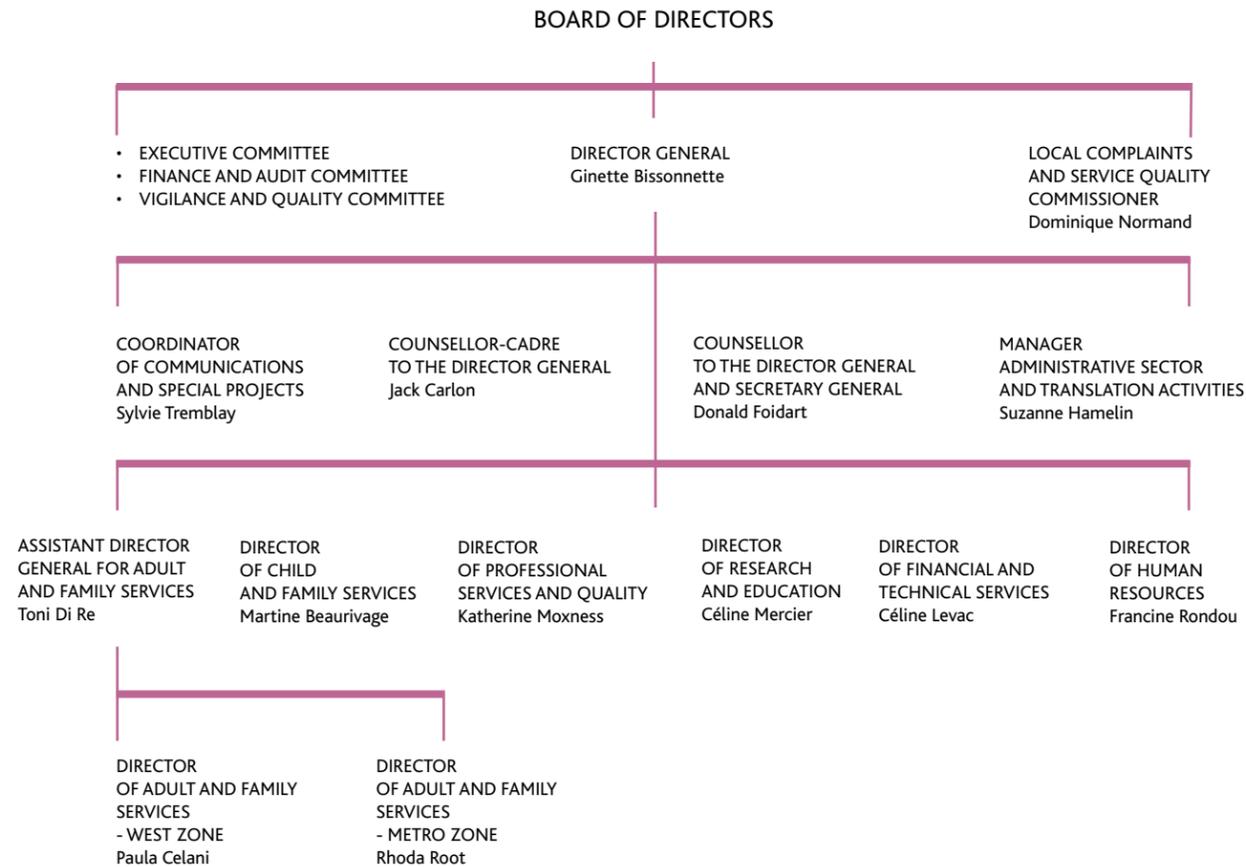
Management	
Full-time	35
Temporary full-time	2
Part-time	0
Number of managers benefiting from employment security provisions	0
Total number of managers	37
Total number of full-time equivalent managers	37

Regular personnel	
Full-time	217
Part-time (number of people)	44
Part-time (full-time equivalent)	37
Number of employees benefiting from employment security provisions	9
Total number of regular employees	261
Total number of regular full-time equivalent employees	254

Occasional personnel	
Number of employees	122
Full-time equivalent	73

Total	
Number of employees	420
Number of full-time equivalent employees	364

## Organizational Structure





**1. Continued modernization with the Centre de réadaptation Lisette-Dupras and CRDI Gabrielle-Major, while maintaining the centres' existing direct client services models.**

In fulfilling this strategy, Senior Management and the Board of Directors sought to promote efficiency gains by modernizing the administrative and professional services of all three centres. Significant developments included the appointment of one local complaints and quality commissioner, one risk manager and one communications and special projects coordinator, common to all three establishments; the modernization of all three centres' research departments; and the consolidation of services offered by Human Resources, Professional Services and Quality, and Financial and Technical Services.

**2. Continuation of the preliminary accreditation process with the Canadian Council on Health Services Accreditation (now Accreditation Canada).**

The West Montreal Readaptation Centre (WMRC) is in the process of obtaining accreditation by the Canadian Council on Health Services Accreditation. In autumn 2007, a survey of employees and users provided the firm with an evaluation of service quality, while a surveyors' visit of the centre and its facilities in May 2008 was the next stage in the process.

**3. Creation of a Research and Education department, and activities related to WMRC's affiliation with the World Health Organisation (WHO) via the Montreal WHO/PAHO Collaborating Centre for Consultation and Research in Mental Health.**

The 2007-2008 year saw the creation of a Research and Education department, modernized for all three establishments. This department's mandate is to develop research in line with the centre's mission, to liaise with learning institutions and to promote the use of research to improve service quality.

As part of its collaboration with the Montreal WHO/PAHO Collaborating Centre for Consultation and Research in Mental Health, a WMRC team coordinated the production of the Global Resources for Persons with Intellectual Disabilities Atlas, which describes the state of resources allocated to intellectual disability in 147 countries representing 95 percent of the world's population.

The Atlas was launched as part of the second International Conference on Intellectual Disabilities, held in Bangkok from November 6 to 8, 2007.

**4. Continued modernization of human resources, notably through recall list management.**

In 2007-2008, management and representatives from the *Confédération des syndicats nationaux* (CSN) and the Canadian Union of Public Employees (CUPE) signed agreements reached on 26 local matters. With regard to manpower planning, the Department of Human Resources retained a human resources management consultant to further develop our establishment's English external recruitment services. The department merged the management of WMRC and Centre de réadaptation Lisette-Dupras recall lists in order to harmonize practices and facilitate recall list management, and newly ratified list management rules brought significant change to procedures. WMRC offered a wide spectrum of training sessions on working with people with intellectual disabilities (ID), pervasive developmental disorders (PDD) and severe challenging behaviours. In total, salaried personnel received 6,823 hours of training, and management received 641.

**5. Sustained efforts to shorten the waiting list and maximize the range of specialized services to our clientele.**

At the Department of Child and Family Services (DCFS), 80 children and adolescents with a PDD (many of whom had been on the waiting list) participated in social skills training groups. One hundred and twelve children under five years old received Early Intensive Behavioural Intervention (EIBI), exceeding the target of 108 set by WMRC and Montreal's *Agence de la santé et des services sociaux*.

With regard to the specialized services continuum, DCFS employees offered PDD training sessions internally, and conducted community awareness campaigns as part of the *Semaine québécoise de la déficience intellectuelle*.

The Department of Adult and Family Services (DAFS) successfully transformed three community residences into intermediate resources. This reorganization will permit users with severe challenging behaviours, or those with multiple disabilities, to benefit from specialized community residences adapted to their needs, with the expertise to support them. The transformation of community residences last year allowed DAFS to place a great deal of emphasis on reducing the waiting list, with priority given to the respite and residential services list.

The transfer of users aged 18 years and older from child to adult services allowed more children to receive services in 2007-2008. DAFS also developed an alternative residential support model, whereby high-functioning clientele seeking autonomy may receive daily support from the WMRC support team, as well community partners, to ensure their health, safety and security needs are met. Finally, the department was pleased to meet its objective of 0 waiting list in socio-occupational programs for all 2007 graduates.

The Department of Adult and Family Services also developed a reference guide to enhance the quality of the support given to caregivers in intermediate and family-type resources.

**6. Pursuit and maximization of clinical expertise development and a culture of quality by the Department of Professional Services and Quality.**

From this perspective, the contribution of the Department of Professional Services and Quality (DPSQ) is to enhance expertise related to WMRC's specialized service offer, and it did so last year through training activities offered mainly by psychologists on the severe challenging behaviours team. The DPSQ also consolidated its Quality team last year, enabling several major projects to be realized, including a policy and procedure on sexual health and, in conjunction with the island's four other readaptation centres, the development of a Montreal-wide clinical process. The practice standards of the *Fédération québécoise des centres de réadaptation en déficience intellectuelle et en troubles envahissants du développement* (FQCRDITED) guided development of this new clinical process, which is based on the latest conclusive data available and will become a vital reference tool for our partners, as well as for our own establishments.

The DPSQ's clinical team, comprised of one occupational therapist, one speech therapist, one physiotherapist, a nutritionist and a physical rehabilitation therapist, began work on a screening system as part of its fall prevention program.<sup>1</sup> Under a joint project with McGill University to develop a family-based intervention model, the Access Services team received 18 interns from the university's social services program.

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<sup>1</sup> A program to prevent users from falling.

## 6.1 Continuous quality improvement through risk management.

### Incident and accident reports

A total of 1,311 incidents and accidents were declared between April 1, 2007, and March 31, 2008. Of that number, 847 accidents and 460 incidents, in addition to four deaths, were declared using risk management software (GESRISK).

The Department of Professional Services and Quality (DPSQ) provided support and follow-up for all declared incidents and accidents. In 46 cases, the DPSQ approached the directors of client services and related managers to further refine a "culture of safety" within services and reduce incidents and accidents leading, in some cases, to "sentinel"<sup>1</sup> events. In other cases, it requested additional details on the circumstances leading to the event, to better support analysis of each event and improve future analyses.

In collaboration with departments providing client services, the DPSQ carried out 15 internal investigations in 2007-2008. Recommendations made as a result of these investigations included the following: improved support and supervision of residential resources; more efficient communication between residential resources transferring users, with a view towards finding a "best fit" for those users and ensuring a smooth transition; better-adapted support and training for employees and residential caregivers serving young adolescents; and a request that the Société de transport de Montréal (STM) conduct criminal background checks of taxi drivers transporting users.

### Suicide prevention

Ten WMRC employees attended a suicide prevention training session in November 2007. Organized and presented by the psychologist team specializing in severe challenging behaviours, the session aimed at providing improved support to employees in their analysis, intervention and follow-up in such cases.

### Restraint and isolation measures contracts

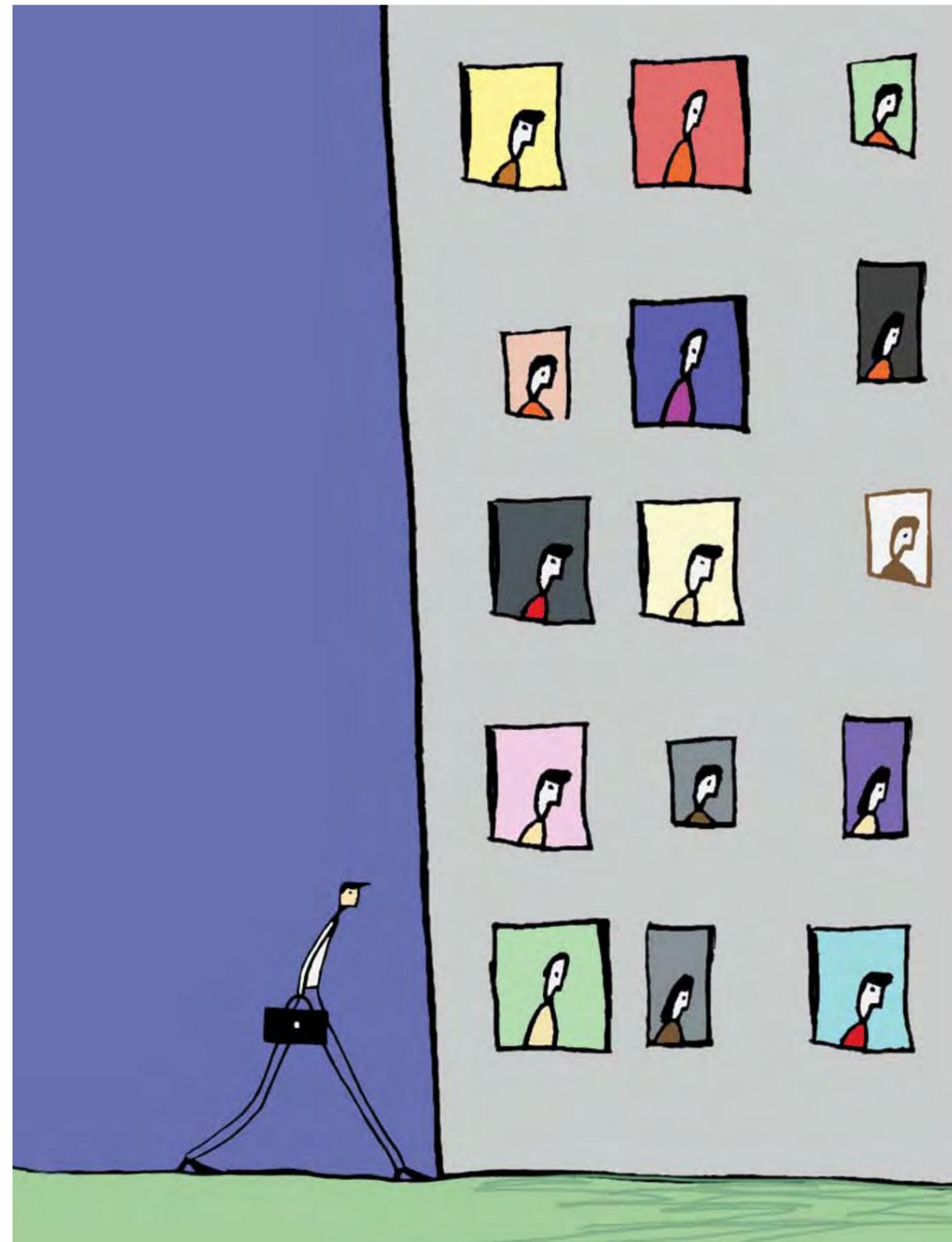
In 2007-2008, the DPSQ authorized the cessation of a restraint and isolation contract for one user, and received one new request for such a contract. Efforts continue with regard to developing alternative means to reduce the use of control measures as stipulated by the Act Respecting Health and Social Services.

### Adoption of a common definition of chemical restraint measures

A meeting of Montreal CRDITED<sup>2</sup> representatives on November 14, 2007, invited reflection on the ethics and clinical implications of the use of chemical substances as a restraint measure, and led to the elaboration of a common operational definition of that use. This conclusion facilitates the analysis of cases where the use of chemical substances is an issue, and ensures coherent data gathering between Montreal's five establishments.

<sup>1</sup> Sentinel events: Events with very serious consequences or potential consequences.

<sup>2</sup> Centres de réadaptation en déficience intellectuelle et en troubles envahissants du développement



### General Orientation

The West Montreal Readaptation Centre's goals and objectives for 2008-2009 are based on the current reform in the health and social services system and are intended to facilitate the development of specialized services for the users we serve, in collaboration with our various partners, while maintaining our continuum of user services.

### General Objectives

1. Establish a three-year organizational plan defining the administrative structures and the connections between the departments of West Montreal Readaptation Centre.
2. Establish a three-year strategic plan based on our organizational plan, on the orientations issued by the Department of Health and Social Services and the *Agence de la santé et des services sociaux de Montréal*, and on the service offer of the *Fédération québécoise des Centres de réadaptation en déficience intellectuelle et en troubles envahissants du développement*.
3. Establish a communications plan to address our organization's various target audiences (users, families, partners, professionals, general public).
4. Continue our efforts to increase efficiency and reinvest the actual gains in services to our users.
5. Pursue our efforts to reduce our waiting list.
6. Further the development of specialized services in order to meet the complex needs of our users and maintain the continuum of services for our users.
7. Consolidate the quality of services provided by West Montreal Readaptation Centre (implementation of standards of practice, quality control, research and knowledge transfer).
8. Achieve the primary accreditation process with Accreditation Canada.
9. Collaborate towards the implementation of the respite home sponsored by the organization's foundations.
10. Pursue the transition of community residences.
11. Maintain budgetary equilibrium.
12. Achieve the elements that are required in the management agreement (entente de gestion) between West Montreal Readaptation Centre and the *Agence de la santé et des services sociaux de Montréal*.

The Vigilance and Quality Committee of the West Montreal Readaptation Centre (WMRC) was created by virtue of the Act Respecting Health Services and Social Services. Our nascent committee consists of five members: one Board of Directors representative from the Users' Committee; two other members of the Board who do not work or carry out their profession in the Centre; the local complaints and service quality commissioner; and the director general of WMRC. Essentially, the Vigilance and Quality Committee is an instrument by which the Board of Directors promotes service quality.

The committee first set out to write operating rules that would enable it to fulfill its responsibilities and functions as specified in the by-laws of the Board of Directors of WMRC (sub-section 3.7, articles 97-102).

The committee's primary objective is to ensure continuous improvement of service quality in the respect of individual and collective rights. In doing so, we concerned ourselves with the treatment of complaints from users by the local complaints and service quality commissioner.

The committee is also responsible for receiving and analyzing reports and recommendations sent to the Board of Directors related to the pertinence, quality, security or efficacy of services rendered, the respect of the rights of users, or the treatment of their complaints. Over the past seven months, the WMRC Vigilance and Quality Committee has been concerning itself, and will continue to concern itself, with the following:

- the reduction of falls and the prevention of falls by our users;
- visits made to intermediate and family-type resources by the establishment to ensure, among other things, the wellbeing and security of our users;
- the criminal background check of all bus and taxi drivers providing our users with the much-needed service of Adapted Transport;
- the policy of background checks within our own establishment; and
- the timely provision of global evaluations (access to services).

The Vigilance Committee provides a verbal report at each Board of Directors meeting, along with the necessary recommendations on follow-ups to complaints, reports, and steps to be taken to improve service quality to users.

As a newly instituted committee, we will continue to target the improvement of service quality in the establishment.

Deppy Papandreou  
President

The Year 2007-2008 was a new beginning for the current Users' Committee. Elections were held in spring of 2007 to establish a new Users' Committee composed of 10 adult users along with six representatives of children users. All in all, we have 10 new members and six returning members on our committee. We are firmly committed to repeating our past successes and creating new ones.

The Users' Committee's mandate is to inform users about their individual rights, to protect and defend user rights and interests, to promote ways to improve users' quality of life and assist users in making necessary changes, to support users if they need to file a complaint regarding WMRC, to host social and educational events, and to ensure users are represented on the Board of Directors.

The co-presidents of the Users' Committee, along with parents of some adult WMRC users, last year formed a Parent/Guardian Survey Team to hear from ALL parents and guardians of users, both children and adult. This team designed a written survey and sent it out to all our parents in spring of 2007 and, out of this one survey, parents told us their concerns. The results of the survey were tabled by the Users' Committee's representatives to the Board of Directors, Deppy Papandreou and David Allen, at the first board meeting after the summer break. The Users' Committee and several board members drew up recommendations for the executive addressing the concerns brought forth by our survey.

One of the recommendations that has come to fruition, and of which the Users' Committee is deeply proud, is the establishment of a Parent Committee for parents of adult users. As a Users' Committee, we are committed to seeing this new committee take on an active role in improving the quality of life of users.

Another recommendation the Users' Committee took to heart was to improve promotional material. We worked on this immediately! Our Users' Committee is the first entity within WMRC to change its communications materials. We designed a new brochure with an eye-catching new logo that is USER-FRIENDLY. It is our fervent hope that this brochure will create awareness of the Users' Committee amongst all our users and parents and guardians of users.

The Users' Committee has been building a stronger relationship with the Taylor-Birks Foundation in support of Building Hope, a fundraising campaign for a new respite home. To this end, we helped sponsor and organize a barbecue to kick off the fundraising campaign.

The Users' Committee also continued to support community events such as the West Island Association for the Intellectually Handicapped (WIAIH)'s Karaoke Supper, Special Olympics Québec (SOQ)'s Spaghetti Supper and WMRC's Child and Family Services' Summer Fun Day and BBQ. The Users' Committee is committed to supporting activities and events that promote the inclusion of our users in such community activities. We will continue in our outreach endeavors.

As our first year comes to term, we would like to take the opportunity to thank our present Users' Committee members for their commitment and hard work, and hope that our second year together is even more successful.

Thank you,

Deppy Papandreou  
Terry Rutherford  
Co-Presidents

From April 1, 2007, the executive committee of the West Montreal Readaptation Centre's Multidisciplinary Council (MDC) held eight official meetings, including the 2007 Annual Assembly, during which several dossiers were tabled.

On May 25, 2007, a meeting with Director General Ginette Bissonnette provided us with the opportunity to discuss our initiatives and priorities for the upcoming year.

On June 6, 2007, the annual general assembly took place. Gilles Cloutier, professional and clinical advisor for the Fédération québécoise des centres de réadaptation en déficience intellectuelle et en troubles envahissants du développement (FQCRDITED), gave a presentation on "Moving towards best practices — Redefining second line."

In the spirit of modernization with the Centre de réadaptation Lisette-Dupras and CRDI Gabrielle-Major, the WMRC Multidisciplinary Council's executive committee met twice with its MDC executive committee counterparts at the other two centres, in order to share our preoccupations, look at common dossiers, and propose projects we could continue to work on together.

The three MDC executive committees also met with Ms. Bissonnette to discuss our preoccupations and our initiatives for 2008-2009:

- Ms. Bissonnette agreed to support all three multidisciplinary councils in improving visibility in our respective establishments, and in having a stronger presence on committees related to clinical practices.
- The director general also supported our council's registration with the Association des Conseils Multidisciplinaires du Québec (ACMQ), which will entitle our members to receive information and be a part of a larger multidisciplinary group.
- There was agreement that the three MDC executive committees will be trained on practice standards, so that we may play a role in our respective centres' clinical processes.
- The MDCs will have some involvement in the accreditation process.

Information regarding the Multidisciplinary Council now appears on the WMRC Website. Members are able to gain an understanding of our mandate, and can use the site to direct their questions, concerns or suggestions. The MDC executive has also made the minutes of its meetings accessible to its members through a common network folder.

The MDC executive met with WMRC's director of human resources to discuss widening MDC membership criteria, training for the upcoming year and determining to which electoral college human relations advisors would belong.

In order to contribute to clinical practices and orientations, one of our executive committee members is also a member of the WMRC Risk Management Committee.

The MDC also held elections for its three educator positions, with Kelly Wilson and Sébastien Tremblay elected for another term and one vacant educator's position being filled by Maria Dolores Casagran on an interim basis.

**MDC priorities for 2008-2009**

- I. The Multidisciplinary Council will continue to strengthen its role and visibility within the establishment, through the following:
  - involvement in practice standards implementation;
  - continued representation on the Risk Management Committee;
  - providing information on Law 50 and its implications to members;
  - support of the accreditation process
  - organization of common activities with the Lisette-Dupras and Gabrielle-Major multidisciplinary councils, including a joint multidisciplinary councils' seminar.
- II. The Multidisciplinary Council will contribute to the development of clinical personnel via employee training and clinical orientations.
- III. The Multidisciplinary Council's executive committee is committed to ensuring that its members are informed of the organization's ongoing activities, orientations, training, etc.
- IV. The Multidisciplinary Council's executive committee intends to approach the *Ministère de la santé et des services sociaux du Québec* to discuss the dilemma that some of our educators are not meeting membership criteria under Law 83.
- V. The Multidisciplinary Council aims to join the Association des Conseils Multidisciplinaires du Québec (ACMQ), which will entitle WMRC members to representation at events (such as the annual ACMQ conference), and to various learning and networking opportunities.

Stephanie Torchin  
President

**Committee members:**

Micheline Richer, President  
Monique Bureau, Vice-President  
David Allen  
Alcida Boissonnault  
Sylvie Dugas  
Sylvie Ouellette  
Lise Robitaille

The Risk Management Committee held seven meetings in 2007-2008. These meetings centred on the production of quarterly risk management activities reports; the review of medication errors; an action plan for prevention strategies; changes to the accident and incident reports, in accordance with ministerial requirements; a program to prevent clients from falling; and the organization of the first-ever "Fall Prevention Week," held the week of May 26, 2008.

Last year's priorities included the fall prevention program and a program to raise awareness of abuse situations and awareness of psychological, physical and sexual abuse (involving employees or users), as well as an analysis of environments that present a risk of abuse or aggression. The Risk Management Committee will continue to prioritize these initiatives in 2008-2009.

**Board Of Directors' Code Of Ethics And Conduct**

A copy of the Code of Ethics and Conduct for Members of the Board of Directors is available on the establishment Website at [www.westmontrealrc.ca](http://www.westmontrealrc.ca)

**Cases heard in 2007-2008**

Regarding the Code of Ethics, no cases required attention in 2007-2008.

Handling of Complaints

The WMRC resolved six cases in 2007-2008, while one case was still under review by March 31, 2008.

The centre received three of the six resolved complaints verbally, and three by written submission. The resolution of one complaint required more time than the 45 days allotted by the Act Respecting Health and Social Services.

The following table illustrates the number of complaints by category in 2007-2008, as compared with 2006-2007.

Distribution of complaints by number and type

TYPE OF COMPLAINT	NUMBER OF COMPLAINTS			
	2007-2008		2006-2007	
	(N)	(%)	(N)	(%)
Accessibility	4	67	3	33
Care and Services Provided	2	33	1	11
Interpersonal Relationships	0	0	5	56
Organization of the Environment and Material Resources	0	0	0	0
Financial Aspects	0	0	0	0
Specific Rights	0	0	0	0
Other	0	0	0	0
<b>TOTAL</b>	<b>6</b>	<b>100 %</b>	<b>9</b>	<b>100 %</b>
Number of Complaints Received	6	-	4	-



As illustrated, the main source of dissatisfaction leading to complaints was in the "Accessibility" category (67 percent), followed by "Care and Services Provided" (33 percent).

"Accessibility" refers to the time lapse between the request for services and actually receiving them. The right to services implies not only that a user must receive the appropriate service, but that it be offered in a timely manner.

The "Care and Services Provided" category concerns the application of knowledge, competency and generally recognized practice standards to the user's specific case. It also refers to situations where the organization and general functioning of care and services affect their quality.

The handling of complaints over the past year led to the issue of nine recommendations towards improving service quality and the respect of users' rights.

These recommendations involved, among others, curtailing budgetary barriers limiting access to services, the revision of certain aspects of the access system and respect for users' rights.

In addition, the local complaints and service quality commissioner reviewed nine requests last year: six for aid and assistance, and three for interventions. These requests dealt primarily with the need to ensure continuity, household organization and accessibility.

The handling of these requests led to the issue of recommendations concerning, among others, service evaluation and the development of a service and intervention plan, as well as improvements to safety and protection measures, employee support structures and user relocation.

In a different vein, promotional activities helped to make the complaints procedure better-known to users and their representatives. All WMRC personnel received a new pamphlet explaining the procedure, while promotional posters on the Ministry's complaints submission system at head office and other services further increased awareness.

Finally, the establishment's newsletter published two articles by the local complaints and service quality commissioner, in February 2007 and April 2008: one on the commissioner's independence and functional exclusivity, and another on his/her power of intervention.

Dominique Normand  
Local Complaints and Service Quality Commissioner

**Table 1: Distribution of Clientele by Age and Sex**

AGE	MALE		FEMALE		TOTAL	
	31-Mar-07	31-Mar-08	31-Mar-07	31-Mar-08	31-Mar-07	31-Mar-08
4 Years and Under	128	115	36	37	164	152
5 to 17 Years	346	326	133	126	479	452
18 to 21 Years	44	48	24	28	68	76
22 to 64 Years	498	508	331	338	829	846
65 Years & Over	16	15	11	13	27	28
<b>Total</b>	<b>1032</b>	<b>1012</b>	<b>535</b>	<b>542</b>	<b>1567</b>	<b>1554</b>

**Table 2: Distribution of Clientele by Living Environment**

LIVING ENVIRONMENT	NUMBER OF PERSONS	
	March 31, 2007	March 31, 2008
Group Home	6	N/A
Natural Living Environments	1021	994
Family-Type Resources (Children)	19	17
Family-Type Resources (Adults)	154	151
Intermediate Resources	238	269
Community Residences	78	71
Hospital Centres (CH)	5	6
Long-Term Care Facilities (CHSLD)	8	7
Other Living Environments	38	39
<b>Total</b>	<b>1567</b>	<b>1554</b>

Family-Type Resources (FTR) and Intermediate Resources (IR)

As of March 31, 2008, the West Montreal Readaptation Centre held contracts with 151 resources offering residential services to 490 users. Of those 151, 76 were family-type resources and 76 were intermediate resources.

**Table 3: Evolution of Socio-Occupational Programs**

SERVICES	NUMBER OF PERSONS	
	March 31, 2007	March 31, 2008
Day Activity Centre	215	250
Workshop	82	50
Support in a Work Setting	441	460
Job Integration	37	37
<b>Total</b>	<b>775</b>	<b>797</b>

**Table 4: Evolution of the Waiting List**

PROGRAMS	NUMBER OF PERSONS					
	March 31, 2007			March 31, 2008		
	ID	PDD	Total	ID	PDD	Total
Residential <sup>1</sup>	128	53	181	119	63	182
Socio-Occupational <sup>1</sup>	18	2	20	12	4	16
Individual & Family Support <sup>1</sup>	262	331	593	268	394	662
<b>Total Number of Users Without Services</b>	116	155	271	143	215	358
<b>Total Number of Services Waited For</b>	492	600	1092	494	687	1181

<sup>1</sup> The data represents the number of individuals in each of these programs; however, a user may be waiting for more than one service.



Financial Statements

**OPERATING FUNDS – REVENUE AND EXPENSES**  
Fiscal year ending March 31, 2008

	2008	2007
<b>MAIN ACTIVITIES</b>	\$	\$
<b>Revenue</b>		
Agency & MSSS	34,019,171	34,645,922
Other Establishments	0	2,291,147
Users	3,148,750	2,900,563
Recovered Expenses	3,465,780	351,843
Other	187,073	57,003
<b>Total</b>	<b>40,820,774</b>	<b>40,246,478</b>
<b>Expenses</b>		
Salaries	16,993,003	15,598,619
Social Benefits	3,744,556	3,574,498
Employer Contributions	2,089,474	2,222,516
Other	17,481,174	18,601,362
<b>Total</b>	<b>40,308,207</b>	<b>39,996,995</b>
<b>OPERATING FUND SURPLUS (DEFICIT)</b>	<b>512,567</b>	<b>249,483</b>
<b>ACCESSORY ACTIVITIES</b>		
<b>Revenue</b>		
Research	255,627	52,142
McGill Project	66,000	39,000
<b>Total</b>	<b>321,627</b>	<b>91,142</b>
<b>Charges</b>		
Research	255,627	52,142
McGill Project	66,000	39,000
<b>Total</b>	<b>321,627</b>	<b>91,142</b>
<b>ACCESSORY ACTIVITIES SURPLUS</b>		
<b>TOTAL SURPLUS (DEFICIT)</b>	<b>\$ 512,567</b>	<b>\$ 249,483</b>

**OPERATING FUNDS – REVENUE AND EXPENSES**  
Fiscal year ending March 31, 2008

	2008	2007
<b>MAIN ACTIVITIES</b>	\$	\$
<b>Residential Program</b>		
Group Home	0	459,368
Intermediate Resource, Family-Type Resource and Other Resources	20,344,177	18,717,065
<b>Sector Total</b>	<b>20,344,177</b>	<b>19,176,433</b>
<b>Socio-Occupational Program</b>		
Day Activities	2,985,159	2,474,541
Workshop	875,290	1,119,006
Support to Workplace Internships	3,070,223	2,918,024
Workplace Integration	131,149	136,405
<b>Sector Total</b>	<b>7,061,821</b>	<b>6,647,976</b>
<b>Individual and Community Support</b>	4,752,940	4,565,339
<b>PDD Program</b>	1,556,536	1,409,486
<b>Support Services</b>		
Program Management and Clinical Support	1,912,046	1,580,798
Information Technology Services	362,400	284,201
Reception, Archives, Telecommunications	–	–
<b>Sector Total</b>	<b>2,274,446</b>	<b>1,864,999</b>
<b>Administrative Services</b>		
General Management	2,977,216	2,647,159
Technical Services Management	30,715	–
<b>Sector Total</b>	<b>3,007,931</b>	<b>2,647,159</b>
<b>Technical Services</b>		
Cleaning and Upkeep	409,060	386,216
Functional Expenses	553,825	478,838
Security	51,668	2,937
Maintenance and Repairs	271,431	115,375
<b>Sector Total</b>	<b>1,285,984</b>	<b>983,366</b>
<b>TOTAL OF GROSS EXPENSES BY SECTOR</b>	<b>\$ 40,283,835</b>	<b>\$ 37,294,758</b>

**BALANCE SHEET – COMBINED FUNDS  
As of March 31, 2008**

	Operations	Fixed Assets	Trust Fund	Reserve Fund	Total
<b>ASSETS</b>	\$	\$	\$	\$	\$
<b>Short Term</b>					
Cash in Bank	2,809,187	28,730	100,853	–	2,938,770
Accounts Receivable - Agency & MSSS	78,679	45,024	–	–	123,703
Accounts Receivable	1,631,361	3,651	29,252	–	1,664,264
Prepaid Charges	131,117	–	–	–	131,117
Receivables for Other Funds	–	48,712	–	11,450	60,162
Other	–	–	–	–	–
<b>Total Short-Term Assets</b>	<b>4,650,344</b>	<b>126,117</b>	<b>130,105</b>	<b>11,450</b>	<b>4,918,016</b>
<b>Fixed Assets</b>	<b>–</b>	<b>8,517,721</b>	<b>–</b>	<b>–</b>	<b>8,517,721</b>
<b>Other Assets</b>	<b>82,285</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>82,285</b>
<b>TOTAL ASSETS</b>	<b>4,732,629</b>	<b>8,643,838</b>	<b>130,105</b>	<b>11,450</b>	<b>13,518,022</b>
<b>LIABILITIES</b>					
<b>Short Term</b>					
Accounts Payable - Agency & MSSS	–	–	–	–	–
Accounts Payable	3,141,255	31,771	–	–	3,173,026
Payable to Other Funds	60,162	–	–	–	60,162
Deferred Revenue	375,610	–	–	–	375,610
Trust Funds with the Establishment	–	–	130,105	–	130,105
<b>Total Short-Term Liabilities</b>	<b>3,577,027</b>	<b>31,771</b>	<b>130,105</b>	<b>–</b>	<b>3,738,903</b>
<b>Long Term</b>					
Decentralized Debts	–	625,522	–	–	625,522
Mortgages and Others	–	1,670,254	–	–	1,670,254
<b>Total Long-Term Liabilities</b>	<b>–</b>	<b>2,295,776</b>	<b>–</b>	<b>–</b>	<b>2,295,776</b>
<b>Other Liabilities</b>	<b>22,731</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>22,731</b>
<b>Total Liabilities</b>	<b>3,599,758</b>	<b>2,327,547</b>	<b>130,105</b>	<b>–</b>	<b>6,057,410</b>
<b>Surplus</b>	<b>1,132,871</b>	<b>6,316,291</b>	<b>–</b>	<b>11,450</b>	<b>7,460,612</b>
<b>TOTAL LIABILITIES AND SURPLUS</b>	<b>\$ 4,732,629</b>	<b>\$ 8,643,838</b>	<b>\$ 130,105</b>	<b>\$ 11,450</b>	<b>\$ 13,518,022</b>

The West Montreal Readaptation Centre counts some extremely longstanding employees among its personnel. From April 1, 2007, to March 31, 2008, nine employees celebrated their 25<sup>th</sup> year of service, while 17 others celebrated their 30<sup>th</sup>. The Board of Directors and Senior Management would like to express their most sincere gratitude on behalf of the users and their families, for this enormous contribution towards the advancement of persons living with an intellectual disability or pervasive developmental disorder.

We would also like to announce the retirement of six people, and wish them many years of well-deserved relaxation.

25 years of service

Heather Belanger  
Fernand Cyr  
Carmelina Diliello  
Rhona Kirsch  
Jennifer Munde  
Anna-Maria Olivaro  
Jennifer Rokas  
Rhoda Root  
Trudy Weidenbach

30 years of service

John Ashby  
Sandy Babich  
Pauline Birks  
Micheline Darcy  
Jacques Dion  
Réal Dion  
Deborah Elliott  
Candace Flood  
Carol Gilmour  
Jennifer Holt Alexander  
Christina Iannitto  
Maddalena Iasenza  
Marcia Johnson  
Joan Kelly  
Saty Kokinasidis  
Claire Leblond  
Michael Wyman

2007/2008 retirees

Jean Brown  
Pauline Caissy  
Lise Coulombe  
Rhoda Edeh  
Guy Laurendeau  
Helene Monlong

