



**ESSENTIELLES**

**ON S'ORGANISE!**

**45<sup>e</sup> Congrès de la FSSS  
du 8 au 12 novembre 2021  
Plateforme Zoom**

# WORKSHOP PARTICIPANT'S GUIDE



## Discussion guide on policy directions to be adopted at the 45th FSSS-CSN Convention

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### Introduction

The purpose of this workshop is to have a free discussion on 4 themes that we will present to you. We will also throw out some questions to help guide the discussion. We will have 30 to 40 minutes to devote to each theme.

There are no rules of order. The only rule is to speak in turn, when the facilitator calls on you. Afterwards, the reporting committee will produce a summary of the ideas, concerns and solutions expressed at the workshops.

Notes from each of the workshops will be given to the reporting committee, and you will receive their report in a few days. This report will help guide the decision-making process on policy directions at the 45th FSSS Convention.

### Background

Over the past few years, the FSSS-CSN and its affiliated unions have amply documented and denounced the harmful effects of successive neoliberal transformations of the health and social services system. The FSSS-CSN has proposed a series of solutions to successive governments to remedy the problems.<sup>12345</sup>

The ideal, once embodied by the CLSCs, of a system based on public and worker participation in the decision-making process, physicians working on salary, multidisciplinary teams and recognition of the mutual importance of medical and social services, with a focus on prevention, on addressing social inequalities, and on neighbourhood services delivered by people who know the community, has given way to technocratic centralization of power, a growing role for the for-profit private sector, and a medical-centric<sup>67</sup> approach. There was a time when everyone felt they were part of the team, regardless of their job title.

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<sup>1</sup> <https://www.fsss.qc.ca/bilan-rendez-vous-nationaux-avenir-systeme-public-sante-services-sociaux/>

<sup>2</sup> [https://www.fsss.qc.ca/download/vpp/resultats\\_sondage\\_surcharge\\_vf.pdf](https://www.fsss.qc.ca/download/vpp/resultats_sondage_surcharge_vf.pdf)

<sup>3</sup> [https://www.fsss.qc.ca/download/cat2/resultats\\_sondage\\_asss\\_2019.pdf](https://www.fsss.qc.ca/download/cat2/resultats_sondage_asss_2019.pdf)

<sup>4</sup> <https://www.fsss.qc.ca/sondage-preposes-beneficiaires/>

<sup>5</sup> [https://www.csn.qc.ca/wp-content/uploads/2016/05/2014\\_Memoire\\_projet\\_de\\_loi\\_10.pdf](https://www.csn.qc.ca/wp-content/uploads/2016/05/2014_Memoire_projet_de_loi_10.pdf)

<sup>6</sup> <https://ccpsc.qc.ca/fr/node/1814>

<sup>7</sup> <https://mailchi.mp/iris-recherche.qc.ca/sante>

The erosion of this ideal, combined with the steady deterioration of working conditions in the system, reached a fateful breaking point during the pandemic.

Moreover, the current government is planning a major childcare reform. Since 2003, successive governments have failed to do the only thing that really needed to be done: increase the number of spaces at the childcare centres and home-based childcare services. Before 2003, Québec was a North American model for childcare, with available spaces and quality services. The Liberals under Jean Charest and Philippe Couillard could not attack such a popular program head-on, so they undermined it insidiously by lengthening the waiting lists for subsidized spaces, allowing working conditions to deteriorate, and finally by undoing the single-fee system. Like the health and social services system, childcare is a system in distress.

It is time to overhaul our public service systems.

### ***Block 1 - Organization of the system***

The health and social services system is currently organized on the basis of institutions with distinct missions (hospitals, CHSLDs, rehabilitation centres, youth centres, CLSCs), which have been incorporated, with some exceptions, into CISSSs and CIUSSSs that are responsible for providing care and services to large populations, generally spread across vast territories. On these same territories, private-sector organizations, both for-profit and non-profit, also house and/or provide care and services to the public (e.g., private residential care centres (CHPs under agreement), seniors' residences (RPAs), intermediate resources (RIs), family-type resources (RTFs), family medicine groups (GMFs), home assistance social economy enterprises (EESADs), and the pre-hospital sector. In all these areas too, major problems persist and solutions must be found.

In the case of childcare services, the problem is not centralization (although the single-window registration system has not solved access problems for parents) but rather lack of recognition of the system's importance and neglect by government.

**Main question:** Given the failure of centralization of the health and social services system, how do you think it should be reorganized? In the case of childcare services, the government is promising reform. What do you think it should look like?

**Block 2 – Management of the system**

Management of the health and social services system has been transformed over the years. Once decentralized and democratic, it is now centralized and authoritarian, with no participation by the public or the people involved. In childcare services, multiple services have also been consolidated (merged) into one CPE or coordinating office, and there is strong pressure to remove workers from the boards of directors and from organizational and educational decision-making processes.

**Main question:** What measures should be taken to democratize and decentralize management of the systems and their component institutions?

**Block 3 – Work organization**

The centralized and authoritarian management style has undermined work autonomy and multidisciplinary teamwork. This has been one of the factors in the deterioration of the work atmosphere.

The privileged status of physicians and specialists in the health and social services system also makes it difficult to create real teams and allow for professional autonomy.

**Main question:** How can work autonomy be restored within teams and how can teamwork be promoted?

**Block 4 – Funding of the system**

The impact of austerity measures and underfunding of public health and social services institutions and educational childcare services have worsened considerably over the years.

The underfunding has affected some organizations (youth centres, SADs, CHPs, CSLCs, RI-RTFs) more than others, while some have benefited, notably hospital-centric organizations and physicians.

Underfunding of educational childcare services has worked to the advantage of private daycares and led to an exodus of childcare providers.

**Main question:** How can proper funding of public health and social services institutions and childcare services be ensured?

**Conclusion – Next steps:**

The FSSS-CSN and its affiliated unions must continue their reflection.

Would you attend meetings or focus days to work on developing a detailed proposal for overhauling the health and social services and childcare systems, particularly in terms of funding, management, organization of the system and work organization?