

QUALITY AND CLIENT SATISFACTION

For our work teams, satisfying our clientele is a constant concern. The foremost desire of Board members, management and staff alike is to offer the best possible service to clients.

The West Island Health and Social Services Centre is currently developing or reviewing its procedures to ensure high-quality care and services in areas such as wound care, infection prevention and control, clinical supervision, care procedures, professional development and further training and quality evaluation systems. This year, 166 complaints were processed, which often resulted in adjustments to existing procedures. In 2005-2006, 137 incidents and 1,887 accidents of various types were reported; in many cases, corrective measures were implemented.

In accordance with Bill 83 enacted by the government, a users' committee was established for the entire HSSC along with a residents' committee for the Centre d'hébergement Denis-Benjamin Viger. The purpose of these committees is to inform users and residents of their rights and responsibilities, promote continuous improvements in quality, defend users' and residents' rights and interests and accompany and assist them in filing complaints. In addition, the HSSC's Local Service Quality and Complaints Commissioner ensures respect of users' rights, their satisfaction and the impartiality of the complaints review process. The Board of Directors will establish a watchdog committee in the spring of 2007.

CODE OF ETHICS AND PROFESSIONAL CONDUCT

The administration of a public establishment involves different characteristics and imperatives than that of a private establishment. Such a social contract requires a special bond of confidence between the establishment and citizens. Consequently, ethical conduct is an ever-present concern of the establishment in order to ensure that the public has confidence in the integrated management of public funds.

Therefore, the West Island Health and Social Services Centre has adopted a code of ethics and professional conduct targeting Board members' duties and responsibilities. It deals in particular with rules on the declaration of interests and the identification of conflicts of interests, and contains implementation mechanisms for the code.

Have a minor health problem?

Visit the HSSC's network clinic just opposite the Lakeshore General Hospital

Statcare Clinic

175 Stillview Ave., Suite 104, Pointe-Claire
514 694-9282

Open 365 days a year

Monday to Friday, 8:00 a.m. to 9:00 p.m.; weekends and holidays,
8:30 a.m. to 6:00 p.m.

MEMBERS OF THE BOARD OF DIRECTORS

(AS OF MARCH 31, 2006)

Directors listed by electoral college

General public and socioeconomic organizations

Léo Hogues Nick Di Tomaso
Sheila Laursen Katherine Moxness
Georges Nydam Gerald Robertson

Local community

Shirley Miller Françoise Perreault

Councils

Lisa Cuggy,
Multidisciplinary Council (MC)

Sylvie Grondin,
Council of Nurses (CN)

Vladimir Kurgansky,
Council of Physicians, Dentists and
Pharmacists (CPDP)

Clinical practitioner for social services without MC representation

Vacant

Member of the Regional Department of General Medicine (RDGM) and Physician in Private Practice

Laurie Bregger

Member of staff with no CN or MC affiliation

Christiane Léonard

Users' Committee

Evelyn Meaney

Executive Director

Luc Lepage

HSSC FINANCIAL STATEMENT

Income statement for year ending March 31, 2006

Current Activities

	2005-2006	2004-2005
Sources of revenue		
Agence de Montreal or ministère de la Santé et des Services sociaux	\$ 104,536,430	\$ 97,332,379
Other sources	\$ 6,888,397	\$ 6,622,891
Total revenue	\$ 111,424,827	\$ 103,955,270
Expenses		
Salaries	\$ 56,182,782	\$ 54,066,461
Fringe benefits	\$ 14,255,281	\$ 13,498,693
Payroll taxes	\$ 7,480,170	\$ 7,356,766
	\$ 77,918,233	\$ 74,921,920
Medecine and medical supplies	\$ 10,999,427	\$ 10,574,953
Blood products	\$ 2,902,019	
Other expenses	\$ 19,605,148	\$ 18,428,814
	\$ 33,506,594	\$ 29,003,767
Total expenses	\$ 111,424,827	\$ 103,925,687
Surplus of revenue over expenses (Deficit)		
Total revenue	\$ 111,424,827	\$ 103,955,270
Total expenses	\$ 111,424,827	\$ 103,925,687
	\$ 0	\$ 29,583

Balance sheet of current funds as at March 31, 2006

	2005-2006	2004-2005
Assets		
Current assets		
Cash	\$ 1,046,902	\$ 0
Current investments		\$ 150,000
Receivables — Agence & MSSS	\$ 1,524,995	\$ 2,935,953
Other receivables	\$ 2,232,964	\$ 1,915,318
Prepaid expenses	\$ 374,137	\$ 340,119
Inventories	\$ 2,054,687	\$ 1,642,542
Interfunds receivables		\$ 495,145
Other items	\$ 1,704	\$ 993
Total current assets	\$ 7,235,389	\$ 7,480,070
Long-term assets		
Deferred pay plan	\$ 397,121	\$ 417,327
Total assets	\$ 7,632,510	\$ 7,897,397
Liabilities		
Current liabilities		
Bank indebtedness		\$ 277,018
Loans	\$ 6,956,707	\$ 6,012,259
Account and expenses payable	\$ 9,512,650	\$ 9,434,376
Interfund debt	\$ 30,410	\$ 0
Deferred revenue	\$ 707,614	\$ 1,792,690
Other items	\$ 7,460	\$ 3,244
Total current liabilities	\$ 17,214,841	\$ 17,519,587
Long-term liabilities		
Deferred pay plan	\$ 138,739	\$ 86,496
Total liabilities	\$ 17,353,580	\$ 17,606,083
Funds balance	\$ -9,721,070	\$ -9,708,686
Total liabilities and fund balance	\$ 7,632,510	\$ 7,897,397

Centre de santé et de services sociaux de l'Ouest-de-l'Île
West Island
Health and Social Services Centre

ANNUAL REPORT

2005-2006

Message from the Chair and from the Executive Director

A year of integration and establishment

In its second year, the West Island Health and Social Services Centre (HSSC) steadfastly kept to its goals of getting the new organization established and integrating its different missions (residential and long-term care centre, CLSC and hospital). The establishment is now well positioned to achieve the objectives it has set for itself: to improve the accessibility, continuity and quality of its services.

The year 2005-2006 was marked first of all by the development of the second phase of our clinical project. This exercise, which was carried out in cooperation with West Island community organizations, resulted in the establishment of action priorities to be implemented in order to meet the population's real needs.

In addition, the creation of the HSSC has given us an opportunity to envisage innovative solutions to problems. For example, we have made great strides in reducing emergency wait times by taking advantage of the complementary nature of the HSSC's various services, which formerly were isolated in separate establishments.

Indeed, the West Island Health and Social Services Centre takes its mission of public responsibility very seriously: to improve over the medium and long term the health and well-being of the population on its territory. Consequently, we have established a public health department to develop health promotion and prevention programs, which will certainly allow us to achieve this objective.

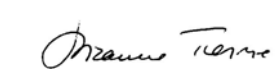
Lastly, owing to hard work and determination, we have signed an agreement with the Statcare medical clinic, making it the first network clinic on the West Island. Open 365 days a year, the clinic will ensure that the most vulnerable clients receive adequate care. We have also signed an agreement with a family medicine group (FMG) to broaden access to family physicians. We plan to sign additional agreements with other medical clinics and FMGs to cover our entire catchment area.

The members of the Board of Directors are proud to submit this report, which reflects the sustained efforts of the HSSC's senior management, managers, staff and volunteers to maintain high-quality services to clients despite the disruptions that have occurred due to major changes in our health system.

Although many challenges still lie in store for us, we believe the future is very promising. Thanks to our enthusiastic, professional and dedicated team, we are convinced that we have all the ingredients at hand to make our HSSC the best health and social services network there is in terms of both performance and respect for human values.



Sheila Laursen
Chair



Suzanne Turmel
Executive Director

SUMMARY

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- This Year's Highlights
- Future Challenges
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- Members of the Board of Directors (as of March 31, 2006)

INFO SANTE

A nurse on the line
7 days a week — 24 hours a day

Info Santé Lac-Saint-Louis : 514 697-4110
Info Santé Pierrefonds : 514 626-2572

A simple call may save you a trip!

HSSC VITAL STATISTICS

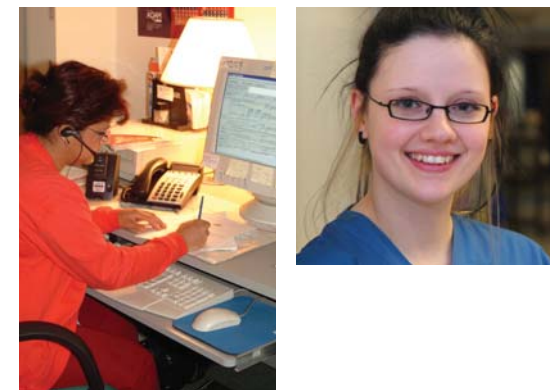
The West Island Health and Social Services Centre consolidates CLSC Pierrefonds, CLSC Lac-Saint-Louis, the Centre d'hébergement Denis-Benjamin Viger and the Lakeshore General Hospital.

The HSSC provides services in both French and English to a population of over 216,000 West Island residents. To meet West Islanders' needs, it has a staff of over 2,000 employees and 250 physicians (family physicians and specialists), joined by over 300 volunteers.

Its catchment area consists of the City of Montreal boroughs of Pierrefonds-Roxboro and L'Île-Bizard-Sainte-Geneviève and the municipalities of Baie D'Urfé, Beaconsfield, Dollard-des-Ormeaux, Kirkland, Pointe-Claire, Sainte-Anne-de-Bellevue and Senneville.



THIS YEAR'S HIGHLIGHTS



The year was characterized by a number of concrete achievements, particularly the integration of services, agreements reached with network partners, improved services and the development of the local network. These accomplishments have improved the public's access to care and the quality of life of vulnerable clients.

Improvement of front-line services

- Agreement reached with the Statcare medical clinic, which is across from the Lakeshore General Hospital. This first network clinic in our catchment area provides walk-in services to the general public 365 days a year and services by appointment to vulnerable clients. The agreement ensures clinic physicians immediate access to the hospital for diagnostic tests.
- Formulation of an agreement to create a family medicine group (FMG). This first FMG will consist of 8 to 12 physicians, who will provide medical services to clients signing up for the service. Nursing services will also be available, in conjunction with a physician, to ensure supportive care ranging from screening to systematic follow-up for the most vulnerable clients.
- Establishment of cooperation with the Réseau universitaire intégré de santé (RUIS) McGill in order to bring a number of services offered by MUHC hospitals closer to our clientele. Owing to this cooperation, we are planning to open a fertility clinic and are able to offer more radiology services.
- Expansion of the ambulatory care centre, leading to over 53,000 visits this year, or an increase of 18% over last year.

Better-coordinated services

- Easing of Emergency Room congestion thanks to a reorganization of work and funding of \$200,000 from the Agence de la santé et des services sociaux de Montréal.
- Establishment of a mobile geriatrics team (nurse clinician, physiotherapist, occupational therapist and nutritionist) to provide elderly hospitalized clients with services better adapted to their condition and needs. One advantage of this is that it will reduce the average hospital stay.
- Establishment of integrated services for diabetics and patients with chronic obstructive pulmonary disease (COPD) or cardiovascular problems.
- Expanded services in oncology and surgery due mainly to additional staff and the adoption of an integrated approach.
- Formulation of a strategic plan for future medical equipment needs.

A balanced budget was achieved during the second year of operation.

Bilingual status was obtained for the entire organization, providing the West Island Health and Social Services Centre with a bilingual face like the community it serves.

FUTURE CHALLENGES PERSPECTIVES FOR 2006-2007

Enhancement of front-line services

- Improvement in services offered in identified areas of vulnerability. Targeted clientele include young people in difficulty, persons with diminishing abilities, clients with mental health problems and the cognitively impaired.
- Opening of a perinatal centre offering a comprehensive range of services to expectant mothers and young parents.
- Establishment of a Level II trauma centre at the Lakeshore General Hospital, which will allow highway accident victims to be treated more quickly.
- Development of a plan to expand hemodialysis services to twice the number of patients currently treated.
- Signing of agreements with other network clinics and family medicine groups to improve access to medical services for the entire population.

Increased support for elderly persons with diminishing abilities

- Harmonization of clinical and home care management practices.
- Rapid return of elderly persons with diminishing abilities to their normal environment after Emergency Room visits or hospital stays.
- Enhancement of services offered to caregivers.
- Implementation of the "living environment" concept at the Centre d'hébergement Denis-Benjamin Viger in order to help clients maintain their independence and skills.

Health promotion and prevention

- Opening of a health education centre for clients referred by a physician or people wishing to obtain support in taking charge of their health.

Modernization of facilities

- Refurbishing of exterior cladding of Lakeshore General Hospital and Centre d'hébergement Denis-Benjamin Viger, which is seriously in need of work. Priorities also include renovating the drinking water and air-conditioning systems at the residential and long-term care facility.

Although 2005-2006 was productive in many different areas, our objective is to pursue our efforts to build a health and social services network that meets the expectations of West Islanders. Expanding our services and establishing programs that are better adapted to our clientele will pose numerous challenges. However, we are confident that we will be able to surmount these challenges thanks to the dynamism and professionalism of our staff and the cooperation of our partners.



Our Travellers' Health Clinic is open to all travellers,
no matter where they live.
To make an appointment, phone 514 630-2225, ext. 1709.