



APER
AU SOUTIEN DES CADRES

INFO-CADRE

SEPTEMBER 2025
FOR OVER 50 YEARS



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An association close to you and there for you throughout your career and especially during the creation of Santé Québec.

APER is a bilingual professional association founded in 1973 that represents managers working in Quebec and New-Brunswick's health and social services sector.

Not yet a member?
[Click here to become one.](#)



JOE VIEIRA
President

A word from the president

WAGE INCREASES: FINALLY, HERE THEY ARE!

I can't believe I have to talk to you about wage increases again, but at least this time is the last time!

What a saga it's been! First, we demanded negotiations for managers from the government, Minister Dubé, the Treasury Board Secretariat (TBS), and Santé Québec starting in the spring of 2024, with repeated demands in the summer and fall of 2024. A disastrous start in December 2024, with the TBS offering us 6% less in wage increases than what they had agreed to for union members.

As early as January 2025, negotiation meetings with Santé Québec began, and they were condescending and contemptuous toward the health and social services network's managers, ultimately forcing us to sign an agreement «with a gun to our head»; demonstrating that the APER was negotiating hard and that their only way out was to threaten us with withholding salary increases.

The agreement was accepted at the end of March 2025...but once again, we worked tirelessly to ensure that you were paid as quickly as possible...we were the last to be paid despite an agreement accepted in March 2025! In comparison, school administrators accepted nothing and were paid in early June...

The best part of all this was your involvement when we asked you to write to your deputy.

I would like to personally thank all the managers who took the time to write to their deputies. We observed that this strategy really put pressure on the TBS, the MSSS, and Santé Québec. Several of you shared your deputy's responses with us, and we quickly noticed that the CAQ deputies all had exactly the same response, which proves that they had engaged their communications team. Clearly, our strategy worked because, shortly afterward, Santé Québec informed us of the deadlines for publication in the Gazette officielle du Québec.

Now that the text has been published on **August 8th**, Santé Québec has sent us the timelines for the implementation of the salary increase as well as for the long-awaited retroactive payment. Although some institutions have already announced that the salary increase will be implemented in September, the deadline set by Santé Québec is that all managers must receive their salary increases by the October 30th payday. Regarding the retroactive payments, Santé Québec has set December 25th as the payment deadline.

I would also like to thank the staff team who stood up to defend the management of our pension fund during these negotiations. APER was the only association to inform its members of the TBS's intentions, and that also provided leverage at the negotiating table. With the teamwork of the APER staff and all our members, I am proud to say that I am part of the **APER community!**



GENERAL MANAGER'S EDITORIAL

YOUR APER COMMUNITY!

PATRICK ECCLES

GENERAL MANAGER

With the summer season behind us (already), I wish you all a happy new school year! Even though the salary increase saga is behind us, we still have a lot of work to do at the APER office. First of all, we remind you that we are offering to verify your retrospectives to ensure that you have received the amounts owed to you.

We are also preparing some very interesting training sessions for this fall and we are continuing to process all the various files that keep coming in!

As you know, the APER operates in a very simple and accessible way to ensure that you always receive professional service quickly. Furthermore, the APER system allows you to express yourself in complete confidentiality.

We also have local representatives who participate in meetings with your institutions' human resources for the benefit of all APER members in your organization. Our members generally appreciate this type of approach because it allows them to receive a quick response, feel reassured, and be able to speak freely without worrying that our local representative is friends with our superior... for example!

Over the next few months, we will be organizing networking dinners at each institution, via Teams, to allow you to meet your local representatives, your fellow APER members, and learn about all the services to which you are entitled. We also hope to make you realize that you belong to the APER community, which truly works to provide quality services to its members!

In addition, I am actively seeking new partners to allow you to benefit from even more advantages. As a reminder, as an APER member, you benefit from the following:

- **Pizza Salvatore:** On the website or app, enter promo code APER15 to get a 5% discount and a 10% discount for the APER.
- **Topla!** On the website or app, enter promo code APER15 to get a 5% discount and a 10% discount for the APER.
- **Jack le Coq:** On the website or app, enter promo code APER15 to get a 5% discount and a 10% discount for the APER.
- **Strom Nordic Spa:** On the [exclusive partner website](#), there are discounts of up to 35%. Offers change regularly, so check back regularly to see if the service you're looking for is discounted.
- **Iris:** On the [exclusive website](#) for IRIS Advantage Program – Iris, you must create your profile and enter the APER access code. All family members living at the same address can then benefit from discounts of up to \$150.
- **Le Germain, Alt, and Escad Hotels:** On the official website | Germain Hotels ([germainhotels.com](#)), select the hotel of your choice, the nights, and apply the company code: GERMAIN0220 to benefit from a 10% discount.
- **Beneva Insurance:** When calling for a quote, mention that you are an APER member and receive up to a 15% discount.
- **PhysioExtra:** When calling for an appointment for physiotherapy, occupational therapy, or kinesiology services, mention that you are an APER member and receive a 10% discount.
- **Vanessa Mireault, Guidance Counselor:** Email her at vanessamireaultco@gmail.com and mention that you are a member of the APER to benefit from a preferential rate of \$120/hour instead of \$130/hour.
- **Maurice Tanguay Foundation:** Simply click on the [following link](#) to purchase one or more tickets for the various draws, including the one for the Maison Tanguay. By purchasing a ticket, you are contributing to a good cause while allowing the APER to collect a rebate to develop more services for you.

Finally, I'd like to announce that we're preparing a very interesting contest just in time for the holiday season! I won't tell you any more for now; keep an eye on our press releases and social media for more information soon.

Happy back-to-school season everyone, and remember, you're part of the APER community!



A WORD FROM THE OFFICE

EVERY SALARY INCREASE COMES AT A COST...

ME ANNE-MARIE CHIQUETTE

In addition to being painful and condescending toward managers in the health and social services network, the «negotiations» with the Treasury Board Secretariat, the MSSS, and Santé Québec have also resulted in their share of reductions in your working conditions, as you will see after reading this article.

Indeed, since the 2023 «negotiations» for the 2020-2021-2022 salary increases, the government's new practice is to require you to pay part of them by reducing your working conditions... if things continue at this rate, you will certainly want to consider another «employer of choice.»

This is actually the main problem of having to «negotiate» with an employer, which is the government. The government spokespersons who hold the purse strings all come from the Treasury Board. They therefore have no concept or understanding of your work and its importance, especially in recent years. They work for the government and their mantra: save money, save money, save money... to the detriment of the recognition they owe to government employees. For them, this element is not their responsibility and it is a fatal error on their part.

Unions are unhappy with the treatment of their members, doctors' unions are unhappy with the treatment of their members, all management and non-management associations are unhappy with the treatment of their members... and this treatment is being meted out by their employer, the government! Perhaps it's time to explore new avenues of negotiation... there are plenty of real employers of choice and they need people like you.

So here are the changes to your working conditions in exchange for the salary increases:

- **Transfer** is amended to include the notion of Santé Québec as an employer. Consequently, a transfer is the transfer of an executive to another management position in the same evaluation class within Santé Québec. A transfer is also the transfer of an executive from northern institutions and private institutions under agreement (EPC) within their own institution, to a management position in the same evaluation class.
- **Promotion** is amended to include the notion of Santé Québec as an employer. Consequently, a promotion is the transfer of an executive to another management position in a higher evaluation class within Santé Québec. A promotion is also the transfer of an executive from northern institutions and private institutions under agreement (EPC) within their own institution, to a management position in a higher evaluation class.

- **Career reorientation**, which provided that a manager could decide to reorient themselves and take a management position in a lower evaluation class, must be done with a **written agreement from the employer.**
- A manager assigned to a unionized or SNS position following a decision by their employer will be entitled to continued salary as provided for in Article 21. **If the manager decides to return to a unionized or SNS position on their own, they will not be entitled to continued salary as a manager.**
- A manager assigned to a unionized or SNS position following a decision by their employer will be entitled to continued coverage for manager group insurance. **If the manager decides to return to a unionized or SNS position on their own, they will not be entitled to the manager group insurance plan.**
- **Overtime will only be paid if it is an exceptional, one-time, and unforeseen situation...and must not continue over time.**
- **Overtime will only be paid if the employer requires the manager to work beyond their normal schedule, and the manager must obtain the employer's approval.**
- **A manager must have completed five (5) years of service with his employer to be eligible for a deferred salary leave plan. If the manager wants a new deferred salary leave plan, he must wait five (5) years since the end of the last plan.**

Although these changes may not seem major, the government is increasingly eroding your working conditions.

The permanence team is currently working with Santé Québec to limit the negative impacts of some of these changes. We are holding several meetings with our Santé Québec counterparts and with some members of Santé Québec's board of directors to raise awareness about the situation facing managers in our network.

For us, you are not just an interchangeable number. You have your expertise, your values, and your commitment to your institution and your patients or childrens. This is fundamental to us.

In the next article, you will find the list of salary increases and allowances.

Enjoy it!

GOOD NEWS!!

SALARY AND BENEFIT INCREASES

SALARY INCREASES

- As of April 1st, 2023 : **6%**
- As of April 1st, 2024 : **2.8%**
- As of April 1st, 2025 : **2.6%**
- As of April 1st, 2026 : **2.5%**
- As of April 1st, 2027 : **3.5%**

The salary adjustment must be paid to managers employed by the institution (or other Santé Québec institution, Northern institutions, or EPCs) since April 1st, 2023.

The adjustment on April 1st of each year applies to the salary in effect on the previous March 31st.

As of March 31st, 2026, the salary in effect on March 30th, 2026, is increased by the percentage change between the annual average of the Consumer Price Index in Quebec in 2025-2026 and the annual average of the Consumer Price Index in Quebec in 2024-2025, which change is reduced by 2.60%. The increase cannot exceed 1.00%

As of March 31st, 2027, the salary in effect on March 30th, 2027, is increased by the percentage change between the annual average of the Consumer Price Index in Quebec in 2026-2027 and the annual average of the Consumer Price Index in Quebec in 2025-2026, which change is reduced by 2.50%. The increase cannot exceed 1.00%

As of March 31st, 2028, the salary in effect on March 30th, 2028, is increased by the percentage change between the annual average of the Consumer Price Index in Quebec in 2027-2028 and the annual average of the Consumer Price Index in Quebec in 2026-2027, which change is reduced by 3.50%. The increase cannot exceed 1.00%.

Classes	2023-04-01		2024-04-01		2025-04-01		2026-04-01		2027-04-01	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
HC-01	83 870 \$	115 408 \$	86 218 \$	118 639 \$	88 460 \$	121 724 \$	90 672 \$	124 767 \$	93 846 \$	129 134 \$
HC-02	93 122 \$	128 135 \$	95 729 \$	131 723 \$	98 218 \$	135 148 \$	100 673 \$	138 527 \$	104 197 \$	143 375 \$
HC-03	103 393 \$	142 270 \$	106 288 \$	146 254 \$	109 051 \$	150 057 \$	111 777 \$	153 808 \$	115 689 \$	159 191 \$
HC-04	113 213 \$	155 782 \$	116 383 \$	160 144 \$	119 409 \$	164 308 \$	122 394 \$	168 416 \$	126 678 \$	174 311 \$
HC-05	126 688 \$	174 323 \$	130 235 \$	179 204 \$	133 621 \$	183 863 \$	136 962 \$	188 460 \$	141 756 \$	195 056 \$
HC-06	141 761 \$	195 064 \$	145 730 \$	200 526 \$	149 519 \$	205 740 \$	153 257 \$	210 884 \$	158 621 \$	218 265 \$
HC-07	156 684 \$	215 597 \$	161 071 \$	221 634 \$	165 259 \$	227 396 \$	169 390 \$	233 081 \$	175 319 \$	241 239 \$
HC-08	169 889 \$	233 765 \$	174 646 \$	240 310 \$	179 187 \$	246 558 \$	183 667 \$	252 722 \$	190 095 \$	261 567 \$
HC-09	180 135 \$	247 865 \$	185 179 \$	254 805 \$	189 994 \$	261 430 \$	194 744 \$	267 966 \$	201 560 \$	277 345 \$
HC-10	191 017 \$	262 841 \$	196 365 \$	270 201 \$	201 470 \$	277 226 \$	206 507 \$	284 157 \$	213 735 \$	294 102 \$

RESULTS REPORT AS OF JUNE 30TH, 2025 FOR THE MANAGEMENT STAFF PENSION PLAN (PPMP)

RESULTS OF THE CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC (CDPQ)

As you know, your money deposited in your retirement plan is managed by the Caisse (CDPQ). The results for the first half of 2025 are characterized by a six-month yield of 4.9%, all in a volatile economic environment, attributable to tariff threats from the U.S. administration and geopolitical tensions.

This difficult and unstable context is leading most central banks to slow their monetary policy easing, with the U.S. Federal Reserve (Fed) having decided to maintain its key interest rate.

On the stock markets, global indices are performing well, albeit with high volatility. Unlike in recent years, the European, Canadian, and emerging markets are performing better than the U.S. market, which is suffering from uncertainty surrounding U.S. economic policy.

PPMP PERFORMANCE

5 years	6 months
6,5 %	4,9 %
Indice : 5,4 % Added value of 109 p.c.	Indice : 4,7 %

NET ASSETS OF THE PPMP

Evolution of assets In G\$	5 years	6 months
Investment income	3,5	0,6
Net contributions	1,2	(0,0)
Net assets of the PPMP	13,6	

7 fall maintenance jobs for your home

It's time to get your home ready for Old Man Winter. You can leave the work to a professional, but why not do it yourself? Here are 7 easy DIY maintenance jobs that will leave you plenty of time to enjoy the splendour of fall.



Clean the gutters

Be sure to remove leaves from your home's gutters and window wells because they can obstruct the flow of water and can cause major damage to your roof or foundation.

You should also install gutter guards to keep debris from clogging the downspouts.

Inspect the foundation and roof

Pinpointing the source of a leak can be very difficult, so an ounce of prevention is better than a pound of cure. The first thing to do is perform a thorough inspection of your roof.

Use a ladder and binoculars to check the condition of the shingles. Storms and high winds can damage them. A buildup of asphalt granules in your gutters can be a sign of an ageing roof.

Don't forget to look for cracks in your home's foundation.

Clean the dryer vent

A clogged dryer vent reduces your machine's drying capacity and can lead to more serious damage. Over time, clothing fibres and dust will accumulate in the dryer vent and may become a fire hazard.

So you should clean the dryer vent regularly from the inside and outside with a vacuum cleaner or brush.

Store your garden hose

You should put away all your outdoor watering accessories before winter. Empty and store your garden hose and drain the water from your sprinkler system. Storing them indoors will keep these accessories in good working condition longer.

If you have a pressure washer, empty the tank and store it in a heated area. If the water freezes inside it, it could cause serious damage.

Winterize your pool

Freezing water can damage the pool's plumbing and filtration system.

Some experts recommend that you deep clean your pool. You should then lower the water level to about 30 cm below the jets and skimmer. Use appropriate pool closing products to prepare your water for the long, cold months.

Cover the pool with a soft or hard canvas to prevent leaves and other debris from accumulating in it.

Are your trees healthy?

If you have trees around your home, take a look at the bark and leaves. Spots of colour, cavities or cracks may be signs of disease. Broken or leafless branches, or leaves with abnormal colours or holes in them can also be a sign that your trees are not as healthy as you would like them to be.

When should you install the car shelter?

Most towns have bylaws that govern the installation and removal of temporary car shelters. This period typically runs from mid-October or early November to mid-March.

Ideally, you should install it just after the first snowfall. The snow will hold the canvas in place and its weight will help anchor the shelter to the ground. That should provide additional protection against wind gusts throughout winter.

Once your home and car shelter are prepped, you'll be ready for the next snowfall.

beneva

HOME
INSURANCE

People
protecting
people

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On the website or app only, enter the promo code **APER15** to get 5% discount.



PIZZA SALVATORÉ

On the website or app only, enter the promo code **APER15** to get 5% discount.



JACK LE COQ

On the website or app, enter promo code **APER15** to get a 5% discount and a 10% discount for the APER.



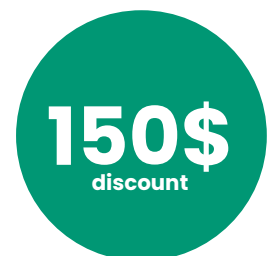
STROM SPA NORDIQUE

On the [website](#), exclusive to partners, there are discounts of up to 35%. The offers change regularly, so you should check regularly to see if the service you are looking for is still discounted.



IRIS

On the website exclusive to partners, you must create your profile, enter the promo code **APER** and, subsequently, all family members living at the same address can benefit from discounts of up to \$150.



GERMAIN HÔTELS

GERMAIN HOTELS | alt ESCAD LE GERMAIN

GERMAIN HOTELS, ALT ET ESCAD

On the website germainhotels.com choose the hotel of your choice, the nights and apply the promo code **GERMAIN0220** to benefit from a 10% discount.

10%
discount

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15%
discount



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APER members benefit from a 10% discount.

10%
discount

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PHYSIO EXTRA

APER members benefit from a 10% discount.

10%
discount



APER

AU SOUTIEN DES CADRES

We are part of your team, we have seen others (!!) and we are here to help you!

You are anxious about all this reform, we are here for you. We have been managing reforms for 53 years, contact us:

association@aper.qc.ca

(514) 933-4118

We will give you an appointment quickly and we will work together.