

INFO-CADRE

FOR OVER 50 YEARS



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This September issue addresses an issue that comes up in almost every conversation we have with managers: the system's capacity to absorb change.

Transformation stress, the political future of Santé Québec, the weight of the structure, progress on pay equity, labour-relations guidance, management resources and member privileges: an issue focused on what helps you stay the course.

Guiding principle: less organizational noise, more clarity, proximity and visible results.

Present, relevant and effective, APER is proud to represent managers across Quebec's health and social services network.

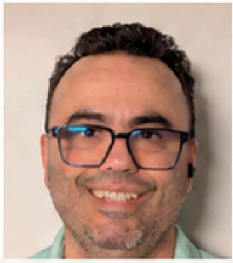
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THE PRESIDENT'S MESSAGE

Santé Québec: how much more change can the system absorb?

Since the creation of Santé Québec, managers have had to adapt to many changes. A single employer, new decision-making chains, pooling, reorganizations, financial targets and shifting priorities: each decision may seem manageable on its own. Added together, however, they create considerable pressure on those who must keep services running every day.



JOE VIEIRA

President

The issue is not that the system is changing. A system this large has to evolve. What is becoming concerning is the volume of change, the pace at which it happens and the uncertainty that remains about the final destination. Several managers tell us they feel they must explain decisions they do not control, reassure teams that do not always have the answers, and then start over a few weeks later because a new direction is imposed.

All of this has a human cost. The stress comes not only from workload; it also comes from ambiguity, additional approvals, not knowing where decisions are truly being made, and the gap between the efforts required and the concrete results that can be observed on the ground.

The results remain barely perceptible. Santé Québec points to certain gains and says the transformation is underway. We are aware of them, but from the perspective of the managers we represent, the results remain too limited compared with the scale of the transformation imposed on the system. There is still a great deal of talk about structures, budgets, pooling and accountability; we would like to hear more about time returned to teams, faster decisions, improved access and conditions that allow managers to perform their role more effectively.

“We cannot keep asking managers to make up through commitment for what the organization has not yet managed to stabilize.”

During this period, APER's role is to be a solid and stable point of support for you: to inform you, advise you, support you and carry your concerns when organizational changes affect your responsibilities, working conditions or ability to act. You do not have to go through this instability alone; APER is here for you.

EXECUTIVE DIRECTOR'S EDITORIAL



PATRICK ECCLES

Executive Director

After October 5: what lies ahead for Santé Québec?

As the general election approaches, Santé Québec is no longer only an administrative transformation project: its future has become a political choice. In recent weeks, we have spoken with health spokespersons from different political parties. My goal here is not to tell you how to vote, but to summarize what the main parties are proposing and, above all, what those choices could mean for managers across the network.

CAQ

Continue the transformation

Minister Sonia Bélanger defends Santé Québec and says the organization is already producing gains. She believes abolishing it would disrupt the transformation underway. The proposed path is therefore continuity, with adjustments rather than another new structure.

PQ

Abolish and decentralize

The Parti Québécois has committed to abolishing Santé Québec, reducing bureaucracy, returning more decisions to the local level and reinvesting the announced savings in direct care, including CLSCs and surgery.

PLQ

Keep it, but decentralize

Charles Milliard says he wants to avoid another major organizational overhaul. He instead proposes further decentralizing decisions and also promotes public telemedicine, home care and a greater presence of professionals in the regions.

PCQ

Abolish and expand private-sector use

The Conservative Party platform also calls for abolishing Santé Québec as part of a broader effort to reduce bureaucracy. The PCQ proposes more home care and greater use of private providers when public wait times are considered too long.

QS

Alternative to centralization

Québec solidaire criticizes the centralization associated with Santé Québec and supports a public, interdisciplinary front line focused more heavily on CLSCs. Its clearest public position on the network structure calls for decentralizing power to the regions and considering, after consulting care providers and users, an alternative to Santé Québec.

What APER will be watching after the election: limit another wave of structural upheaval; bring decisions closer to the field; protect managers' ability to act and their working conditions; measure the reform by service results, not only by organizational-chart changes.

Public positions reviewed as of August 25, 2026. Commitments may change during the campaign.

APER STAFF MESSAGE

A costly structure that now has to deliver



ME ANNE-MARIE CHIQUETTE

APER Staff

The debate about Santé Québec should not be limited to a question of principle. A structure funded by taxpayers must be able to show, in simple terms, what it improves, what it speeds up and what it simplifies. So far, the network has heard a great deal about organizational charts, approvals and new committees; it still sees too few concrete gains on the ground.

THE FINDING A costly structure • More approval levels • Too few visible results so far

1 015

HEAD OFFICE
RESOURCES

as of March 31, 2025: 835 employees +
180 on loan

279

HEAD OFFICE MANAGERS

258 employees + 21 managers on loan
as of March 31, 2025

4,23 %

ADMINISTRATIVE COSTS

rate reported by Santé Québec as of
November 15, 2025

These figures provide part of the picture. Santé Québec also reported reducing the number of managers across the network by 189 between November 2024 and November 2025. It would therefore be inaccurate to claim that no effort has been made to contain administration.

The real question is elsewhere: does the new structure actually reduce the burden on institutions and managers? When a decision must go through more steps, when a local agreement has to move higher up, or when a file must be re-explained at several levels, there is a cost that does not always appear in a budget line: time.

Time spent preparing an approval, waiting for authorization, participating in a new committee or redoing accountability reporting is time not spent with teams, users or on improving services. Bureaucracy therefore has a salary cost, but also an opportunity cost.

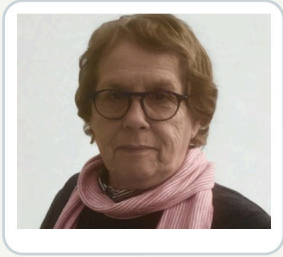
In other words: if Santé Québec is expensive, it has to deliver a great deal. Yet, for now, decisions are not clearly being made faster, responsibilities are not noticeably simpler, and the public still does not see a difference proportional to the scale of the structure that has been put in place.

Our benchmark: useful governance sets clear parameters and makes decisions more consistent. Governance that is too heavy shifts energy from service delivery to process. If Santé Québec costs more in structure, it must now prove - clearly and quickly - that it delivers more results.

Sources: Santé Québec, 2024-2025 Annual Management Report; Santé Québec, "nearly 200 management positions eliminated since its creation," December 18, 2025.

COLLECTIVE FILE

2021 Pay Equity Maintenance: Major Progress



MICHELLE BOURGET

Advisor, Job Evaluation,
Pay Equity and Labour Relations

Since the June 1, 2026 report, the committee met on June 9 and July 14, in addition to a meeting between the Associations on June 2. Two important steps were completed: the evaluations were finalized and the predominance table was almost entirely adopted.



JUNE 9, 2026

All ratings and evaluations adopted

The parties adopted all ratings and evaluations for every job category in the program. Regarding gender predominance, the employer side presented TAT and CNESST case law and indicated that it was open to reviewing about ten categories.

JULY 14, 2026

The final predominance table moves forward

Following the subcommittee work, the final predominance table was adopted by the committee, with the exception of the RSFQ. The parties also adopted the complete list of events to be considered when calculating salary adjustments.

FALL 2026

Next: estimating and calculating wage gaps

The next major steps are determining the estimation method and calculating wage gaps. According to the report sent to APER, this work should be completed during fall 2026.

AFTER CALCULATING THE GAPS: 4 STEPS

1. First posting

2. Comment period

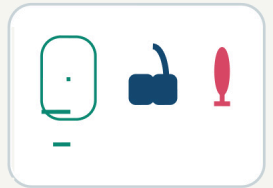
3. Analysis and responses

4. New and final posting

MANAGEMENT WATCH

3 resources for navigating a high-pressure period

As activities ramp up again, managers often have to restart operations, absorb new priorities and support teams that are already tired. Here are three recent resources worth your attention.



ARTICLE - REVUE GESTION

When managers burn out in silence

Managers reassure their teams, make difficult decisions and maintain performance, but their own fatigue often remains invisible. A particularly relevant read in a network undergoing continuous transformation.

[READ / LISTEN →](#)



PODCAST - PROFESSION GESTIONNAIRE

S8E18 - Slow Management

Sixteen minutes on a useful paradox: slowing certain decisions and protecting attention can improve team health and real performance. An interesting response to a culture of urgency.

[READ / LISTEN →](#)



PODCAST - LES JUDICIEUSES

What if it isn't the job, but the boss?

A conversation with Annie Boilard about human leadership, the manager's loneliness, vulnerability, kindness and emotional intelligence. The link with the health and social services network is clear: being responsible for others does not mean having to be unshakeable at all times.

[READ / LISTEN →](#)

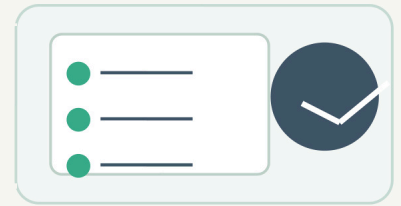
TOOL OF THE MONTH - THE FILTER "ONE PRIORITY IN, ONE PRIORITY OUT"

Before accepting a new priority, ask three questions: 1) what becomes less of a priority? 2) who decides if two urgent demands conflict? 3) what concrete result is expected, and by when? If there is no answer, the problem may not be your ability to prioritize, but the absence of organizational arbitration.

LABOUR RELATIONS FILE

When transformation affects your position: document early

During a period of pooling, reorganizations and new lines of authority, a change that initially seems “temporary” can end up significantly changing your role. The best reflex is to document the facts before the situation becomes contentious.



1 Note what is changing

Mandate, responsibilities, team, supervisor, budget, work location, premium, salary class, hours or expected availability.

2 Clarify expectations

When a new responsibility is assigned to you, clarify the expected result, level of authority, resources and deadline.

3 Keep key communications

Emails, organizational charts, job descriptions, temporary mandates and meeting notes may become essential for reconstructing the timeline.

4 Document workload and risks

When resources do not match responsibilities, document the anticipated impacts on services, teams and your ability to deliver.

5 Do not downplay a sensitive meeting

Development plan, investigation, complaint, removal of responsibilities, possible position elimination: it is better to clarify your rights and strategy before the meeting.

6 Call before the final decision

The earlier APER becomes involved, the more it can help prepare your communications, clarify the applicable framework and avoid actions that are difficult to correct.

A simple reflex: when in doubt, call. If a change affects your mandate, status, responsibilities or working conditions, write to association@aper.qc.ca or call 514 933-4118. It is better to clarify early than repair later.

ASSOCIATION LIFE - PARTNERS

Your APER privileges

Concrete benefits to equip you, protect you and help you take a breather.

NEW PARTNER

MONTREAL ALOUETTES

20% off home-game tickets. Three dates remain on the calendar: September 4, October 3 and October 12, 2026.



ALL OFFERS IN ONE PLACE

Visit APER's partner microsite for details and discounts.

partenariataper.my.canva.site →



WE'RE PART OF YOUR TEAM.

We've seen it before, and we're here to help. Labour relations, retirement, classification, coaching, professional development and support: contact us before a concern becomes a problem.

MARK YOUR CALENDAR

APER Symposium and Annual General Meeting

October 22, 2026 - CHU Ste-Justine - Amphitheatre 250

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PRESENT • RELEVANT • EFFECTIVE

Supporting managers in Quebec's health and social services network for more than 50 years.