



APER

AU SOUTIEN | SUPPORTING
DES CADRES | MANAGERS

May 5th 2026

NEWSLETTER

Dear Members,

We wish to inform you that several meetings of the Professional Relations Advisory Committee (CCRP), bringing together the managers' associations and Santé Québec, have taken place over the past few months, including one held today.

These meetings are part of the work surrounding the overhaul of the normative framework applicable to managers in the network, including the Regulation respecting certain terms and conditions of employment, as well as the review and development by Santé Québec of various management policies and a management manual submitted to the managers' associations.

In this context, APER has raised **serious concerns** regarding Santé Québec's intention to introduce a management manual that could be used to expand its flexibility with respect to managers' working conditions. We are concerned about how such a tool may be used and its concrete impact on your rights.

APER recognizes the importance of sound stewardship of public funds and the need to ensure the optimal use of collective resources. However, administrative efficiency cannot come at the expense of clear rules or respect for managers' working conditions.

To this end, APER has already submitted three briefs, which are attached to this message:

- Brief on administrative and disciplinary measures
- Brief on suspensions in matters involving psychological harassment investigations
- Brief on medical files and confidentiality

These documents reflect real concerns raised by managers and aim to ensure a fair, rigorous framework that respects everyone's rights.

However, despite the holding of several committee meetings, we must note that, at this stage, the responses received remain limited and that few concrete follow-ups have been provided regarding the written and verbal representations made by APER. Santé Québec must engage in a genuine dialogue with the associations.

Managers' Skills Development

We also reiterated an issue frequently raised by our members: the employer's obligation to ensure the development of managers' skills and their training.

In this regard, some institutions have even requested a financial contribution from APER to support training activities intended for their own managers. We reminded them that this responsibility rests first and foremost with the employer.

APER will continue its interventions with rigour and determination to defend your interests and to obtain concrete progress on these issues.

We thank you for your trust and will continue to keep you informed.

THE APER TEAM

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