East Ottawa Palliative Hospice Care
Action Plan
Maison de l’Est

Presented to: Lisa Sullivan
Hospice Care Ottawa

Prepared by: Guy Thérioux
Eksento Inc.

February 2016
Acknowledgments

I would like to thank Lisa Sullivan for her direction and support throughout the project as well as to Chantal Hebert for her teamwork in the consultation phase of the project. The collaboration with the French Health Services Network of Eastern Ontario was instrumental in making the consultation with the Francophone population a success. I would also like to express my thanks to Elan Graves of the Champlain LHIN for informing my understanding of the palliative care system in Champlain. Finally, I would like to thank the HCO board members who agreed to attend the community consultations. Your presence at these consultations reinforced HCO’s commitment to the Francophone community in providing hospice community services in the East End of Ottawa.
### Acronyms

<table>
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<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>ALS</td>
<td>Assisted Living Services</td>
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<tr>
<td>CHPCP</td>
<td>Champlain Hospice Palliative Care Program</td>
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<td>FHT</td>
<td>Family Health Team</td>
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<td>HCO</td>
<td>Hospice Care Ottawa</td>
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<tr>
<td>LHIN</td>
<td>Local Health Integration Network</td>
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<tr>
<td>Réseau</td>
<td>French Language Health Services Network of Eastern Ontario</td>
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<tr>
<td>Bruyère</td>
<td>Bruyère Continuing Care</td>
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1. Introduction

1.1 About Hospice Care Ottawa

Hospice Care Ottawa’s (HCO) mission is to accompany and support individuals and their families through their end of life journey by providing compassionate, high quality care. We work in partnership with others in the Champlain Health region through the Champlain Hospice Palliative Care Program (CHPCP) to ensure a person and family-centred, integrated regional system for hospice palliative care in Champlain. Our goals are to reduce the burden on the health system from unnecessary hospitalization for palliative clients and to improve the quality of life for palliative clients and their caregivers.

1.2 Shortage of Hospice Services

Despite significant progress to advance hospice palliative care both locally and provincially over the past years, there continues to be inadequate and inequitable access to integrated and comprehensive hospice palliative care.

- It is expected the demand for hospice palliative care will increase as a growing percentage of our population gets older and more individuals are living with chronic disease. It is estimated that only 16-30% of Canadians have some level of access to hospice palliative care and the majority of deaths currently occur in hospital.
- There is a shortage of residential hospice beds in Champlain and specifically in the Ottawa area. There are currently seven residential hospices in the Champlain region with a total of 40 adult hospice beds, 8 pediatric hospice beds, and 15 hospice beds for the homeless population. It is estimated 138 beds are required across Champlain to meet the needs of the population. This estimate is based on the Gomez-Batiste recommendation for communities to have 10 hospice palliative care beds per 100,000 inhabitants; of these beds, 1/3 should be acute palliative care beds and 2/3 should be residential hospice beds.
- In addition to this there is also a geographical misdistribution of existing residential and community hospice services. Residential services all currently reside in central Ottawa.
- Of special concern is the lack of completely bilingual hospice services available in Ottawa. Based on the Ottawa Neighbourhood Study and Statistics Canada 2011 data we observe that 32.1% of the total population for East
Ottawa\(^1\) is Francophone. This represents approximately 130,000 individuals. It is important to note that the identification of Francophone is not based on the inclusive definition provided by the Office of Francophone Affairs, therefore the total number may be higher.

- There are currently no residential and community hospice services in East Ottawa for the Francophone community. The need to implement hospice palliative care in French is supported in the Champlain Hospice Palliative Care Action Plan, 2014-2019.
- In response to the CHPCP Action Plan and the rural framework, HCO is working with its rural partners in Champlain to develop hospice palliative care for the Russell County francophone population. The cost of operating a hospice bed is about $420/day versus the cost of an acute care hospital bed at over $1000/day.
- Recent data collected through our Centralized Referral and Triage system demonstrate that the addition of 10 hospice beds in the region has reduced wait times for hospice residential services, on average, from over 10 days to less than three.

### 1.3 Hospice Care a Regional Health Priority

The Champlain Regional Hospice Palliative Care program has determined that expansion into French language hospice services in the East end and the addition of community and residential hospice services are a priority in the next 5 years.

The CHPCP 5 Year Action Plan, approved by the Champlain Local Health Integration Network (LHIN) outlines the following initiatives as high priority.

- Enhancing access to palliative care services in French by building capacity where needed, leveraging existing resources and integrating the needs of Francophones in the planning of new initiatives/programs.
- Enhancing community programming prior to adding residential hospice beds to better assess need and potential impact since these services form the foundation of hospice care.
- Increasing the number of funded residential hospice beds by 32 across Champlain to reduce the gap by 70% by 2019.

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\(^1\) East Ottawa includes the following neighbourhoods: Orléans-Cumberland, Sandy Hill/Lowertown, Rockliffe, Vanier-Overbrook, Centre-East, Hunt-Club-Riverside and South East.
2. Action Plan Development

2.1 Planning Goals
With the support of the CHPCP and the Champlain LHIN, Hospice Care Ottawa is working towards the development of a full French service hospice to service Ottawa's East end and Russell County. We have been provided with the Sisters of Charity residence (Couvent St. Louis), which was donated, to Bruyère Continuing Care (Bruyère) for the purposes of Hospice Care Ottawa. It is located on the same property as the Bruyère Village and Saint-Louis Residence in Orléans and was given the name of "Maison de l'Est".

An extensive study was conducted to determine feasibility and costs of developing a residential hospice at this site. The study showed that although there is a strong positive cost benefit to operating hospice beds in this location, the initial costs for renovating the existing building and start-up cost for the development of a program would be over $6 million.

To this end, Hospice Care Ottawa has worked in partnership with Bruyère to renovate a portion of the building at the Couvent St. Louis. This space will be used as a site initially for our French community hospice services. Programs will include hospice intake and referral, volunteer training and development, primary care physician recruitment and support, in-home hospice visiting and day hospice programs. Building community awareness, interest and capacity is crucial for the success of meeting needs of hospice palliative clients and for the support of future hospice services. HCO recruited and trained 11 volunteers in the Fall of 2015 as part of their first ever French Volunteer training for hospice.

2.2 Consultation Plan
Consultations were conducted with key community stakeholders to identify opportunities for building partnerships, collaboration and collective synergy. Individual interviews were carried out with community leaders and political representatives. Focus groups were organized with the broader East Ottawa and Russell County communities to present the proposed vision for palliative care and to gather further information to build the action plan.

The activities were scheduled between June and December 2015. During the first two months, efforts were dedicated to developing a detailed activity schedule, designing the consultation activities and finalizing the draft vision model for East Ottawa. During the months of July and August, individual interviews were conducted with a report tabled in January 2016. Three community consultations were facilitated in October and November. Planning for these events began in August leading up to invitations being sent out in mid-September. The development
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of the action plan builds on the outcomes of the individual interviews and the community consultations. A final report was presented to Hospice Care Ottawa for approval in January 2016 followed by a presentation to the Champlain LHIN in February.

2.3 Engagement Process

2.3.1 Interviews

A backgrounder document was prepared (Appendix A) and sent to all stakeholders who were invited to take part in the consultation interview process. A copy of the interview questionnaire was also included in the invitation (Appendix B). The majority of the interviews were conducted between June and August 2015 with a few additional interviews scheduled during the Fall.

A total of 13 interviews were conducted with 29 participants (See Appendix C for a list of participants).

The following list represents a summary of the major themes identified during the interview.

- Create/enhance linkages with primary care services
- Build and maintain a volunteer roster
- Develop and implement a rural pilot project in the county of Russell
- Enhance and expand current partnerships
- Develop and implement a community education program
- Develop communication strategies and mechanisms between partners
- Formalize access pathways
- Work with the LHIN and the Réseau and the University of Ottawa and La Cité
- Develop and formalize partnerships in the county of Russell
- Work with community hospitals to develop a streamlined process for volunteer support in the hospitals
- Establish links with new immigrants and community groups and organizations.

2.3.2 Community consultations

The community consultations with Francophone and Anglophone residents of East Ottawa and Russell County were conducted between October 27 and November 6, 2015.

The planning for the Francophone session was jointly promoted between HCO and the French Language Health Services Network of Eastern Ontario (Réseau). Invitations were publicized in the local East Ottawa newspaper and through the Réseau’s community members’ list. HCO coordinated the planning for the English
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session through their members’ list and local newspapers. (See Appendix D for the invitation letter).

The session in French was held on October 27 and was attended by 32 community members while the session in English was held on November 3 and was attended by 15 community members. See Appendix E and F for the summary notes of the respective consultation sessions.

A third consultation session was organized on November 6th with the community partners (See Appendix G for the invitation letter). A total of 13 participants representing 9 organizations and one funder attended the session (See Appendix H for a list of participants and Appendix I for the summary notes of the consultation session).

The information gathered through the engagement process has been used to develop the focus areas, the priorities and the action plan presented in this report.

The following list presents some of the key messages captured during the consultations with community members.

- There is a need to a strong public awareness campaign regarding palliative care.
- Coordination with family physicians is a critical factor for ensuring support to the person and their circle of care.
- Ensuring that all partners are involved in the implementation of the Maison de l’Est.
- There will be a need to ensure access across the region to French palliative care service even if the site is in Orléans.
- Developing a rural model will benefit rural areas in Ottawa as well as Russell County.
- There will be a need to ensure that HCO reaches out to the Francophone community to inform them of the services and recruit Francophone volunteers.
- There will be a need to create a strong network of Francophone volunteers to provide services across Ottawa.
- Collaboration with health and community centres will be required to create a strong network and for reaching out to the community.

Some of the key messages shared by participants attending the consultation for community organizations are presented below:

- There is a need to look at how to provide 24/7 support in the home through volunteer programs. This would increase the capacity for providing in-home palliative care.
By increasing the volunteer capacity at HCO, volunteers could extend their support services into retirement homes.

There is a need to include the Health Links into the development of rural models to support the coordination of volunteer services.

Links with the CHPCP’s action plan during the development and implementation of the Maison de l’Est will ensure greater integration between current palliative care programs.

3. Strategic Directions

The strategic directions for the implementation of the Maison de l’Est is guided by the community input gathered during the interviews and consultations. The action plan will not derive from the current HCO’s vision and mission statements, but rather, it will add and incorporate strategies for meeting the needs of the Francophone community. The vision and values will need to reflect the linguistic and cultural reality of the Francophone community and to ensure that services are developed and implemented with respect to this reality.

3.1 Vision

The vision for the Maison de l’Est is to offer an identical level of quality of care that is currently provided across all the other HCO sites in Ottawa. The particular focus for the Maison de l’Est will be to deliver supports and services in French in an environment that corresponds to the values and identity of French-speaking communities.

This vision also includes building the capacity to offer citywide supports and services in French and to collaborate with partners in Russell County to build capacity for community hospice care.

3.2 Values

The values for the Maison de l’Est will be to honour the current values that are at the core of Hospice Care Ottawa. Additionally, the Maison de l’Est will uphold values that are supportive of the francophone community. Day programs and home support will be provided within a linguistic and culturally sensitive environment. The hospice services will endorse the same values and ensure that the environment is culturally appropriate for Francophones.

3.3 Proposed Hospice Palliative Care service Model for the Maison de l’Est

In-Home volunteer support
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- Provide ongoing volunteer training to offer in-home supports to Francophones living in Orléans and then to other areas in Ottawa.
- Provide telephone support to Francophones.
- Provide professional support to volunteers with in servicing and ongoing communication by French speaking staff.

Day hospice program
- Provide ongoing volunteer training in French to operate a day program in Orléans and then expand to HCO other sites across Ottawa.
- Link with community agencies and primary care providers.

Residential hospice care
- Identify funding opportunities to access capital funds to build or renovate a residential hospice in Orléans and access operating dollars.
- Link with community agencies and primary care providers.

4. Focus Areas

The success of implementing the following focus areas for the Maison de l’Est is multi-faceted. It does not rely upon one factor, one organization or one strategy. Supporting individuals and their family during palliative care, end-of-life and bereavement is achieved through strong links between partners. From volunteer services, to primary care providers, social services, pastoral care support and specialized palliative care services, the needs of the Francophone community in East Ottawa will require a coordinated plan that will then be expanded to all Francophones across Ottawa.

The implementation is strongly linked to the Champlain LHIN Integrated Health Service Plan. More specifically, to the following three priority areas regarding palliative care:

“More people at end-of-life, families and caregivers receive palliative care supports in their setting of choice.”

“[People at end-of-life]... also need to receive the right kind of support to live the remainder of their lives in the setting of their choice.”

“People at end-of-life are cared for outside of acute-care settings.”
4.1 Volunteers Capacity Building

Anticipated Results

- Recruitment of volunteers for the Francophone day program is at full capacity and operates day programs at all sites across Ottawa.
- Volunteer capacity has been met to provide home and telephone support to Francophones across Ottawa.
- Russell County partners, which may include the Plantagenet and Clarence-Rockland FHTs, the Estrie CHC and the Centre d’accueil Roger Séguin, have implemented a volunteer program in partnership with the CHCP and with the support from the Maison de l’Est volunteer coordinator.
- A train-the-trainer program is available to the Russell County partners.
- Human resource plan is developed to support staffing requirements for community hospice for the francophone community.
- Transportation links with Russell County is operational and provides access to the day program at the Maison de l’Est.
- Transition from in-home palliative care to residential hospice care is supported through collaboration between the Maison de l’Est volunteer programs and its affiliated partners.

Activities/Recommendations

1. That all francophone social groups, organizations and associations in East Ottawa be contacted and informed of the Maison de l’Est and the current palliative care programs available to the francophone community.
2. That a collaborative agreement be developed with key partners in Russell County to provide support in the development of their volunteer program. (CHPC, Focus area 3, Rec 6 and 8)
3. That sustainable funding be secured to ensure that staffing level is reached to operate a day hospice programs and in-home hospice support. (CHPC, Focus area 1, Rec 1.2)
4. That a full-time francophone volunteer coordinator be hired to oversee the implementation and operation of the francophone volunteer program.
5. That protocols and service agreements be developed between affiliated partners to determine roles and responsibilities, to ensure seamless referrals between services and to identify shared volunteers activities such as transportation.
6. That CHPC coordinate volunteer training initiatives for the East Ottawa and Russell County francophone community in collaboration with Hospice Care Ottawa. (CHPC, Focus area 3, Rec 8)
7. That the Champlain LHIN and the CHPC in partnership with Hospice Care Ottawa seek leadership from the Health Links for Russell County and East Ottawa to support the coordination of volunteers.
8. HCO is affiliated with Montfort Hospital as a training site for training volunteers for palliative care and end of life.

4.2 Public Awareness

Anticipated Results

- The Orléans and surrounding communities are aware of the services provided by Hospice Care Ottawa at the Maison de l'Est.
- Awareness and education programs are delivered to existing community networks, associations, social and health services providers.
- Publicity campaigns are reaching the Francophone communities across Ottawa.
- Awareness campaign is delivered through a collaborative approach with affiliated partners.

Activities/Recommendations

1. That an awareness campaign geared to the francophone community be developed and implemented in collaboration with affiliated partners. (CHPC, Focus 3, Rec 1)
2. That a communication plan be develop to increase awareness in the primary care and social services sectors regarding access to day program and in-home support. (CHPC, Focus 3, Rec 3)
3. That Hospice Care Ottawa and CHPC work collaboratively on various awareness and communication campaign to enhance the outreach to the Ottawa francophone community.

4.3 Primary Care Connections

Anticipated Results

- Links are established with all primary care providers in East Ottawa.
- Partnerships are in place with the Health Link and the Montfort Orléans Hub.
- Family physicians are offered training and support to facilitate the linkages with the residential hospice bed program at the Maison de l'Est.
- Volunteers are working with Montfort Hospital to support patients in palliative care beds.
- Partnership is established the Regional Palliative Consultation Team.
- Regional assessment tool will be available in French and in English.
- Hospital admissions are reduced and the community is accessing the Maison de l'Est day program and residential beds.
- HCO is affiliated with Montfort Hospital as a training site for palliative care and end of life.
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Activities/Recommendations

1. That the Champlain LHIN and the CHPC in partnership with Hospice Care Ottawa initiate discussions with the Health Links in East Ottawa to explore strategies in building palliative care capacity of primary care providers. (CHPC, Focus 3, Rec 4)

2. That Hospice Care Ottawa work collaboratively with the Regional Palliative Care Consulting Team to support the Francophone primary care providers in East Ottawa.

3. That Hospice Care Ottawa in partnership with the CHCP work collaboratively with the Montfort Orléans Hub in providing education and support to its various partners.

4. That Hospice Care Ottawa and Montfort Hospital collaborate in developing volunteer capacity for palliative care for volunteers at Montfort Hospital.

5. That Hospice Care Ottawa and Montfort Hospital explore opportunities for the Maison de l’Est to provide health professional placements for Francophones.

6. That the CHPC in partnership with Hospice Care Ottawa and it affiliated partners participate in the development of common standards and indicators as well as the development of a common assessment tool. (CHPC, Focus area 3, Rec 5 and 7)

4.4 Community and Health Services Connections

Anticipated Results

- Partnerships are established with East Ottawa’s social and health services.
- Protocols are established to support a seamless process between community and health services partners and the Maison de l’Est.
- Supporting the CHCP regional program to support special needs population in their palliative care and end of life needs.
- Supporting the CHCP hospice in the community ALS project in the East end through the Maison de l’Est.
- Protocols are established between Bruyère Continuing Care and HCO to support the operation of the Maison de l’Est.
- Ongoing training is provided to social and health professionals for palliative care and bereavement support.
- Clear access mechanisms are implemented with open transparent communication between affiliated partners.
- Training for affiliated partners volunteers is provided to increase capacity to support families’ members.
Activities/Recommendations

1. That service agreements are developed between HCO and affiliated social and health services in East Ottawa to implement a seamless and coordinated service pathway for palliative care.
2. That the Maison de l’Est develop a partnership with special needs services for Francophones in East Ottawa to meet the needs of the individuals and their families.
3. That Hospice Care Ottawa and Bruyère Continuing Care develop a five-year plan for the future operation of a residential hospice service at the Résidence Saint-Louis site in Orléans.
4. That CHCP implement a shared-care pilot project for two floating hospice beds in Russell County in partnership with the Maison de l’Est.
5. That the CHCP in partnership with Hospice Care Ottawa enhance in-home palliative care services for the Francophone community in East Ottawa. (CHPC, Focus area 2, Rec 1)
6. That the CHCP in partnership with Hospice Care Ottawa implement a capacity building strategy to increase supports the Francophone families in East Ottawa during palliative care, hospice care and bereavement services. (CHPC, Focus area 2, Rec 2; Focus area 3, Rec 2)

5. Priorities

The lead priority recommendations will focus on:

- Increasing the number of days for day programs and home supports for the Francophone community Regional / LHIN
- Increasing the number of service contact points in East Ottawa
- Developing service links with community partners
- Developing the Maison de l’Est FLS designation plan
- Implementing residential hospice beds

6. Next Steps

1. Translate the Action plan
2. Prepare an implementation budget
3. Table the Action plan and budget at the CHCP Regional program
4. Provide follow-up meetings with the Francophone and Anglophone community groups and stakeholders to present the Action plan
5. Present the Action plan to groups and organizations such as:
   a. Orléans Chamber of Commerce
   b. Community Resource Centres board of directors
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c. La Cité
d. Volunteer associations
e. Family Health Teams and medical clinics
6. Follow-up meeting with CHCPP and Russell County stakeholders
7. Implement the community hospice programs at the Maison de l’Est
## 6. Action Plan

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<td>1. That all francophone social groups, organizations and associations in East Ottawa be contacted and informed of the Maison de l’Est and the current palliative care programs available to the francophone community.</td>
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<td>2. That a collaborative agreement be developed with key partners in Russell County to provide support in the development of their volunteer program. (CHPC, Focus area 3, Rec 6 and 8)</td>
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<td>3. That sustainable funding be secured to ensure that staffing level is reached to operate a day hospice programs and in-home hospice support. (CHPC, Focus area 1, Rec 1.2)</td>
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<td>4. That a full-time francophone volunteer coordinator be hired to oversee the implementation and operation of the francophone volunteer program.</td>
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<td>5. That protocols and service agreements be developed between affiliated partners to determine roles and responsibilities, to ensure seamless referrals between services and to identify shared volunteers activities such as transportation.</td>
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<td>6. That CHPC coordinate volunteer training initiatives for the East Ottawa and Russell County francophone community in collaboration with Hospice Care Ottawa. (CHPC, Focus area 3, Rec 8)</td>
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<td>7. That the Champlain LHIN, the CHPC in partnership with Hospice Care Ottawa develop an agreement with the Health Links for Russell County and East Ottawa to</td>
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FOCUS AREA 2: PUBLIC AWARENESS

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1. That an awareness campaign geared to the francophone community be developed and implemented in collaboration with affiliated partners. (CHPC, Focus 3, Rec 1)

2. That a communication plan be develop to increase awareness in the primary care and social services sectors regarding access to day program and in-home support. (CHPC, Focus 3, Rec 3)

3. That Hospice Care Ottawa and CHPC work collaboratively on various awareness and communication campaign to enhance the outreach to the Ottawa francophone community.
**FOCUS AREA 3: PRIMARY CARE CONNECTIONS**

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<td>1. That the Champlain LHIN, the CHPC in partnership with Hospice Care Ottawa develop an agreement with the Health Links in East Ottawa to support building palliative care capacity of primary care providers. (CHPC, Focus 3, Rec 4)</td>
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<td>2. That Hospice Care Ottawa work collaboratively with the Regional Palliative Care Consulting Team to support the Francophone primary care providers in East Ottawa.</td>
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<td>3. That Hospice Care Ottawa work collaboratively with the Montfort Orléans Hub in providing education and support to its various partners.</td>
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<td>4. That a service agreement between Hospice Care Ottawa and Montfort Hospital be developed to allow the Maison de l'Est volunteer work with individuals in hospice care at the hospital and with their family members.</td>
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<td>5. That Hospice Care Ottawa in partnership with Montfort Hospital develop and agreement for designating the Maison de l'Est as a site for health professional placements across professions.</td>
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<td>6. That the CHPC in partnership with Hospice Care Ottawa and it affiliated partners participate in the development of common standards and indicators as well as the development of a common assessment tool. (CHPC, Focus area 3, Rec 5 and 7)</td>
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<td>1. That service agreements are developed between the Maison de l’Est and affiliated social and health services in East Ottawa to implement a seamless and coordinated service pathway for palliative care.</td>
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<td>2. That the Maison de l’Est develop a partnership with special needs services for Francophones in East Ottawa to meet the needs of the individuals and their families.</td>
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<td>3. That Hospice Care Ottawa and Bruyère Continuing Care develop a five-year plan for the future operation of a residential hospice service at the Résidence Saint-Louis site in Orléans.</td>
<td>High</td>
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<tr>
<td>4. That the Champlain LHIN creates a pilot project for two floating hospice beds in Russell County in partnership with the Maison de l’Est.</td>
<td>High</td>
<td></td>
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<tr>
<td>5. That the CHCP in partnership with Hospice Care Ottawa enhance in-home palliative care services for the Francophone community in East Ottawa. (CHPC, Focus area 2, Rec 1)</td>
<td>High</td>
<td></td>
<td></td>
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<tr>
<td>6. That the CHCP in partnership with Hospice Care Ottawa implement a capacity building strategy to increase supports the Francophone families in East Ottawa during palliative care, hospice care and bereavement services. (CHPC, Focus area 2, Rec 2; Focus area 3, Rec 2)</td>
<td>Medium</td>
<td></td>
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</tbody>
</table>
Appendices
Appendix A: Action Plan Backgrounder

Hospice Care Ottawa
Development of East Ottawa Site

About Hospice Care Ottawa

Hospice Care Ottawa’s mission is to accompany and support individuals and their families through their end of life journey by providing compassionate, high quality care. We work in partnership with others in the Champlain Health region through the Champlain Hospice Palliative Care Program to ensure a person and family-centred, integrated regional system for hospice palliative care in Champlain. Our goals are to reduce the burden on the health system from unnecessary hospitalization for palliative clients and to improve the quality of life for palliative clients and their caregivers.

Shortage of Hospice Services

Despite significant progress to advance hospice palliative care both locally and provincially over the past years, there continues to be inadequate and inequitable access to integrated and comprehensive hospice palliative care.

- It is expected the demand for hospice palliative care will increase as a growing percentage of our population gets older and more individuals are living with chronic disease. It is estimated that only 16-30% of Canadians have some level of access to hospice palliative care and the majority of deaths currently occur in hospital.

- There is a shortage of residential hospice beds in Champlain and specifically in the Ottawa area. There are currently seven residential hospices in the Champlain region with a total of 40 adult hospice beds, 8 pediatric hospice beds, and 15 hospice beds for the homeless population. It is estimated 138 beds are required across Champlain to meet the needs of the population. This estimate is based on the Gomez-Batiste recommendation for communities to have 10 hospice palliative care beds per 100 000 inhabitants; of these beds, 1/3 should be acute palliative care beds and 2/3 should be residential hospice beds.

- In addition to this there is also a geographical misdistribution of existing residential and community hospice services. Residential services all currently reside in central Ottawa.

- Of special concern is the lack of completely bilingual hospice services available in Ottawa. Based on the Ottawa Neighbourhood Study and Statistics Canada 2011 data we observe that 32.1% of the total population for East
Ottawa is Francophone. This represents approximately 130,000 individuals. It is important to note that the identification of Francophone is not based on the inclusive definition provided by the Office of Francophone Affairs, therefore the total number may be higher.

- There are currently no residential and community hospice services in East Ottawa for the Francophone community. The need to implement hospice palliative care in French is supported in the Champlain Hospice Palliative Care Action Plan, 2014-2019.
- In response to the Action Plan, HCO is also planning to extend hospice palliative care to the Russell County francophone population building on the rural framework, HCO will include in its own Action Plan elements of the framework.
- The cost of a hospice bed is about $420/day versus the cost of an acute care hospital bed at over $1000/day.
- Recent data collected through our Centralized Referral and Triage program demonstrate that the addition of 10 hospice beds in the region has reduced wait times for hospice from over 10 days to less than three.

Hospice Care a Regional Health Priority

The Champlain Regional Hospice Palliative Care program (CHPCP) has determined that expansion into French language hospice services in the East end and the addition of community and residential hospice services are a priority in the next 5 years.

The CHPCP 5 Year Action Plan (approved by the Champlain LHIN date) outlines the following initiatives as high priority.

- Enhancing access to palliative care services in French by building capacity where needed, leveraging existing resources and integrating the needs of Francophones in the planning of new initiatives/programs.
- Enhancing community programming prior to adding residential hospice beds to better assess need and potential impact since these services form the foundation of hospice care.
- Increasing the number of funded residential hospice beds by 32 across Champlain to reduce the gap by 70% by 2019.

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2 East Ottawa includes the following neighbourhoods: Orléans-Cumberland, Sandy Hill/Lowertown, Rockliffe, Vanier-Overbrook, Centre-East, Hunt-Club-Riverside and South East.
Maison de l’Est Action Plan

**Our Planning**

With the support of the CHPCP and the Champlain LHIN, Hospice Care Ottawa is working towards the development of a full French service hospice to service Ottawa’s East end and Russell County. We have been provided with the Sisters of Charity residence (Couvent St. Louis) which was donated to Bruyère for the purposes of Hospice Care Ottawa. It is located on the same property as the Bruyère Village and Saint-Louis Residence in Orléans.

An extensive study was conducted to determine feasibility and costs of developing a residential hospice at this site. The study showed that although there is a strong positive cost benefit to operating hospice beds in this location, the initial costs for renovating the existing building and start-up cost for the development of a program would be over $6 million.

To this end, Hospice Care Ottawa has worked in partnership with Bruyère to renovate a portion of the building at the Couvent St. Louis. This space will be used as a site for our French and English community hospice services. Programs will include hospice intake and referral, volunteer training and development, primary care physician recruitment and support, in-home hospice visiting and day hospice. Building community awareness, interest and capacity is crucial for the success of meeting needs of hospice palliative clients and their families. We are recruiting volunteers now for a French Hospice training this Fall.

The eventual goal is to renovate and/or build a 14-bed residential hospice to complement the community programs and address the disparity in current residential hospice beds available.

Consultations will be conducted with key community stakeholders to identify opportunities for building partnerships, collaboration and collective synergy. Individual interviews will be carried out with community leaders and political representatives. Focus groups will be organized with the broader East Ottawa community to present the proposed vision for palliative care and to gather further information to build the action plan.

The proposed schedule for the activities will be between June and December 2015. During the first two months, effort will be dedicated to developing a detailed activity schedule, designing the consultation activities and finalizing the draft vision model for East Ottawa. During the months of July and August, individual interviews will be conducted with a report tabled in September. Two community consultations will be organized in October. Planning for this event will begin in August leading up to invitations being sent out in mid-September. The development of the action plan will build on the outcomes of the individual interviews and the community consultations. A final report will be presented to Hospice Care Ottawa for approval in November followed by a presentation to the Champlain LHIN in December.
Partner Contributions
Hospice palliative care will only be successful if it is developed as a system that is accessible, integrated across the region, sustainable, high quality, and improves the health and quality of life of individuals, families, and caregivers both preceding and following death. Health care and community partners must work together to make this happen.

The diagram below depicts the many partners and systems within the health sector that need to align to provide seamless person-and family-focused care. There is recognition of the important role of family, caregivers and community support services to ensure hospice palliative care is available in a setting of choice.

The focus of this model of care is to improve a person’s quality of life and manage symptoms, not just extend life. This model is intended to enable individuals to stay in their home as long as possible, increase access to hospice palliative care across care settings, and reduce the number of deaths in acute care hospitals.

Circle of Care – A model for integrated hospice palliative care

For more information the overall plan for hospice palliative care in Champlain please see the Champlain Hospice Palliative Care Program Action Plan.
http://www.champlainpalliative.ca/en/
1. What is currently working well for in-home support, home visiting and volunteers for the Francophone community in East-Ottawa?
2. What is currently working well in bereavement services for the Francophone community in East-Ottawa?
3. Are there cultural practices that need to be observed during palliative and/or bereavement care in the Francophone community?
4. How can access to hospice and palliative care for the Francophone community be improved in East-Ottawa?
5. What role do you see for your organizations regarding in-home support, home visiting and volunteers for the Francophone community in East-Ottawa?
6. What do you see as the pathway to services for hospice care, in-home support, home visiting and residential care for the Francophone community in East-Ottawa?
7. Where do you refer to when making referrals for hospice and palliative care services? (e.g., in-home support, home visiting and residential care)
8. What type of medical support are your clients receiving from family physicians?
9. What links do you have with family physicians working with patients requiring palliative care? What is working? What could be improved?
10. What are your organization’s current needs with regards to:
   - Palliative care training?
   - Volunteer training?
   - Support from HCO?
   - Services from the Champlain Regional Palliative Care Consultation Team?
11. What are your clients’ needs with regards to:
   - Location of services?
   - Residential services?
   - End-of-life services?
   - Respite services?
   - Chronic care services?
12. What role is your organization willing to play during the implementation phase and delivery of HCO’s East-Ottawa Francophone hospice and palliative care services?
Appendix C: Stakeholder Consultation Participation List

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nadine Valk</td>
<td>Champlain Hospice Care Program</td>
</tr>
<tr>
<td>Marie Badeck</td>
<td>Carefor</td>
</tr>
<tr>
<td>Jean-François Pagé</td>
<td>French Language Health Services Network of Eastern Ontario</td>
</tr>
<tr>
<td>Arlynn Bélizaire</td>
<td></td>
</tr>
<tr>
<td>Elan Graves</td>
<td>Champlain LHIN</td>
</tr>
<tr>
<td>Nathalie Lafrenière</td>
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<tr>
<td>Lucie Houle</td>
<td>Champlain CCAC</td>
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<tr>
<td>Glenda Owens</td>
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<tr>
<td>Penny Sands</td>
<td></td>
</tr>
<tr>
<td>Dr. Pierre Renaud</td>
<td>Équipe de santé familiale communautaire de l’Est d’Ottawa</td>
</tr>
<tr>
<td>Dr. Bernard Leduc</td>
<td>Montfort Hospital</td>
</tr>
<tr>
<td>Thérèse Antoun</td>
<td></td>
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<tr>
<td>Lynne Joly-Chritton</td>
<td>Centre d'accueil Roger Séguin</td>
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<tr>
<td>Dre Marie-Josée Forgue</td>
<td></td>
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<tr>
<td>Dr. Annie Levesque</td>
<td>Centre de santé communautaire de l’Estrie</td>
</tr>
<tr>
<td>Julie Borbey, infirmière autorisée</td>
<td></td>
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<tr>
<td>Dr. Gaétan Martel, médecin</td>
<td></td>
</tr>
<tr>
<td>Mélanie Larocque, infirmière autorisée</td>
<td></td>
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<tr>
<td>Roxanne Brault, diététiste</td>
<td></td>
</tr>
<tr>
<td>Ghislaine Camiré, infirmière praticienne</td>
<td></td>
</tr>
<tr>
<td>Renée Ladouceur-Beauchamp</td>
<td>East Ottawa Resources Centre</td>
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<tr>
<td>Ken Mackenzie</td>
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<tr>
<td>Nicole Olivier</td>
<td>Centre de services Guigues</td>
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<tr>
<td>Mélanie Canuel</td>
<td></td>
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<tr>
<td>Daniel Levac</td>
<td>Bruyère Continuing Care</td>
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<tr>
<td>Amy Porteus</td>
<td></td>
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<tr>
<td>Sébastien Goupil</td>
<td>Carefour Montfort</td>
</tr>
<tr>
<td>Marie-France Lalonde</td>
<td>MPP, Orléans</td>
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<tr>
<td>Anik Tremblay</td>
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</table>
Appendix D: Community Consultation Invitation Letter

September, 2015

Dear community member,

Hospice Care Ottawa’s mission is to accompany and support individuals and their families through their end of life journey by providing compassionate, high quality care. We work in partnership with others in the Champlain Health region through the Champlain Hospice Palliative Care Program (CHPCP) to ensure a person and family-centred, integrated regional system for hospice palliative care in Champlain. Our goals are to improve the quality of life for palliative clients and their caregivers and to reduce the burden on the health system.

The Champlain Regional Hospice Palliative Care program has determined that expansion into French language hospice palliative care services in the East end as well as the addition of community and residential hospice services are a priority in the next 5 years.

Therefore, with the support of the CHPCP and the Champlain LHIN, Hospice Care Ottawa is working towards the development of French hospice services for Ottawa’s East end as well as in Russell County. We have been provided with the Sisters of Charity residence (Couvent St. Louis) which was donated to Bruyère for the purposes of Hospice Care Ottawa. It is located on the same property as the Bruyère Village and Saint-Louis Residence in Orléans.

Services in the East will include hospice intake and referral, volunteer training and development, primary care physician recruitment and support, in-home hospice visiting and day hospice.

Building community awareness, interest and capacity is crucial for the success of meeting needs of hospice palliative clients and their families. To achieve our goal, we strongly believe that we need to hear directly from the community members about their experience or expectations regarding hospice palliative care services.

We are inviting you to attend a community consultation session to share your thoughts on what hospice palliative care services should look like to meet your needs and your family or friends needs. This session will also allow you to hear what hospice palliative care may look like at the East location and to receive information regarding our volunteer program.

Dates and locations are provided below. All sessions will be from 6:30-8:30 pm. and will be held at our new site La Maison de L’Est at 879 Hiawatha Park Road, Orléans. You will need to register for this engagement session at https://hospicecareottawa.eventbrite.ca to confirm your participation. Please register early since space is limited. If you require assistance to register please contact Guy Théroux at 613-830-5712 or by email at gtheroux@eksento.com.
Maison de l’Est Action Plan

Sincerely,

Lisa Sullivan
Executive Director
Hospice Care Ottawa

**October 27 – For the French consultation please use this link:**
https://maisondesoinspalliatifs.eventbrite.ca

**November 3 – For the English consultation please use this link:**
https://hospicecareottawa.eventbrite.ca
Consultation du 27 octobre 2015
Sommaire des commentaires

La séance de consultation a eu lieu au site de la Maison de l’Est le 27 octobre 2015 de 18h30 à 20h30. Plus de 30 personnes se sont présentées pour participer à la consultation. Les objectifs de la rencontre consistaient à présenter l’historique de la Maison de soins palliatifs d’Ottawa (MSPO), ses programmes et services ainsi que le contexte de la consultation, soit l’élaboration d’un plan d’action pour l’expansion des services en français offerts par la MSPO.

La MSPO souhaitait entendre la perspective de la population relativement à la mise sur pied des services communautaires en soins palliatifs dans l’Est d’Ottawa et dans le comté de Russell. De plus, il s’agissait d’informer la population de l’éventuelle implantation de lits en soins palliatifs à la Maison de l’Est.

Les représentants et les représentantes de la Maison de soins palliatifs d’Ottawa (MSPO) étaient :

Janet Dunbrack – Présidente, conseil d’administration
Chris Warbuton – Administrateur, conseil d’administration
Hélène Sabourin – Administratrice, conseil d’administration
Lisa Sullivan – Directrice générale
Chantal Hebert – Coordonnatrice des services bénévoles

Consultant/Facilitateur - Guy Théroux

La présentation du mandat et des services de la MSPO, ainsi qu’un bref exposé des études et résultats des consultations auprès des partenaires, a généré une discussion et a permis à la MSPO de clarifier certaines questions. Par la suite, les participants et les participantes ont formé de petits groupes de discussion afin d’explorer les éléments clés de la présentation et de fournir des suggestions et recommandations. Les groupes de discussions devaient considérer les trois questions ci-dessous lors de leurs échanges.
Maison de l’Est Action Plan

- Qu’est-ce qui vous a marqué lors de la présentation?
- Qu’est-ce qui manque afin de mettre en œuvre les objectifs?
- Manque-t-il un partenaire afin de mettre en œuvre les objectifs?

Les commentaires suivants sont des éléments identifiés par les participants et les participantes.

- Impressionné du nombre de personnes présentes à la séance.
- Reconnaissance du défi énorme pour atteindre le but d’un programme résidentiel.
- Inquiet du fait que la campagne de financement doit se faire sur une base annuelle afin d’assurer les fonds nécessaires aux opérations.
- Nécessité d’assurer un accès à tous et toutes malgré un seul lieu physique à Orléans.
- Le nom de la Maison de l’Est devrait être changé.
- Importance de travailler ensemble pour la réussite du projet de la Maison de l’Est.
- Nécessité d’explorer des modèles en milieu rural comme celui de Barry’s Bay.
- Encouragement de constater la volonté et l’engagement des partenaires communautaires dans le projet des soins palliatifs de l’Est d’Ottawa et du comté de Russell.
- Reconnaissance de l’importance de travailler ensemble.
- Reconnaissance que les soins palliatifs vont au-delà des soins médicaux.
- Reconnaissance que la MSPO offre des soins palliatifs aux plus jeunes.

En plus de ces commentaires, les participants et les participantes ont également identifié des suggestions et recommandations.

- Le RLISS doit augmenter les efforts de sensibilisation aux soins palliatifs auprès des instances politiques.
- Faire connaître davantage les ressources en français.
- Présenter la structure de gouvernance et de financement de la MSPO.
- Offrir des suivis pour les endeuillés.
- Mettre en place des campagnes de sensibilisation visant les soins palliatifs.
- Établir une collaboration étroite avec le CASC pour réduire la liste d’attente.
- Augmenter les efforts médiatiques afin de promouvoir les services aux Francophones.
- Poursuivre le lobbying pour un ministère du Vieillissement.
- Augmenter le nombre de bénévoles et le personnel francophone.
- Organiser un réseau pour les bénévoles francophones afin de desservir toute la région d’Ottawa puisqu’il y a des besoins, pour la population francophone, qui vont au-delà de l’Est de la ville.
Maison de l’Est Action Plan

- Mettre en place des moyens afin de faciliter les liens entre les bénévoles, la communauté et les partenaires.

Les participants et les participantes ont également suggéré des pistes de suivis en terme de partenariats additionnels tels que :

- Association gérontologique de l’Ontario
- Fédération des aînés francophones de l’Ontario
- Centre Pauline-Charon
- Centre Séraphin-Marion
- Le MIFO
- Le RAFO
- Société et santé en français
- Retraite en action

- Établir des liens avec des entreprises connexes.
- Collaborer avec les centres de santé communautaire.
- Établir des liens avec les programmes en travail social et gérontologie de La Cité.
- Communiquer avec d’autres maisons de soins palliatifs.
- Joindre des partenaires privés et des donateurs.

Afin de maintenir l’élan et le dynamisme créés lors de la rencontre, les participantes et les participants recommandent de partager le sommaire du résultat de la soirée et d’organiser une deuxième rencontre. Cette rencontre permettra de poursuivre le dialogue et d’inviter de nouvelles personnes à se joindre au mouvement de la Maison de l’Est. Ainsi, la base de bénévoles pourra augmenter et permettra de préparer le terrain afin d’offrir les programmes communautaires de la MSPO aux Francophones d’Ottawa et du comté de Russell.
Hospice Care Ottawa

Location: Maison de l’Est

**November 3rd 2015 Consultation**

*Summary notes*

The consultation session was held at the Maison de l’Est site on November 3, 2015 from 6:30 p.m. to 8:30 p.m. Approximately 20 people attended the session. The goals of the consultation centered on providing a brief history of Hospice Care Ottawa (HCO), its programs and services as well as the purpose of the consultation, being the development of an action plan for the implementation of French language services to provided by HCO.

HCO organized this consultation session to gather community members’ comments and observations regarding the implementation of community palliative care services in East Ottawa and in Russell County. Furthermore, it provided an opportunity to inform the community of the plan for future hospice beds at the Maison de l’Est.

Representatives from HCO were:
Lisa Sullivan – Executive Director
Chantal Hebert Volunteer coordinator and trainer
Consultant/Facilitator - Guy Théroux

The presentation of HCO’s mandate and services as well as a brief exposé of the consultations with they providers generated a discussion and allowed clarification of some of the questions brought forward by the participants. Following the presentation, participants were asked to form small discussion groups to review the key elements of the presentation, share suggestions and recommendations. The groups were asked to respond to the following three questions during their discussion.

- What resonated during the presentation?
- What is missing in order to implement the goals?
- Is there a partner missing in order to implement the goals?
The participants acknowledged some system and also some service challenges.

- The name works well in French but it does send a message of French services only. There is a need to also indicate that it will serve English-speaking clients.
- Amazed at the existing partnerships.
- Impressed that the services are truly person-centered and that palliative care is a process.
- Concerned regarding the lack of beds available within Ottawa.

Participants also provided suggestions and recommendation for moving forward.

- Need to link with the aboriginal association in Prescott-Russell.
- Need to clarify the model of services in the East Ottawa regarding the language: French only or bilingual or in English depending on the needs?
- How will services close to home be addressed, e.g., home visit in Prescott-Russell?
- Implement awareness campaign in the community.
- Ensure to include workshops for the patients and caregivers on the following themes:
  - Mindfulness
  - First Aid
  - Power of Attorney
  - Managing your wills
  - Disability tax credit
- Ensure coordination with family physicians.
- Connect with faith groups and leaders.
- Increase community awareness of all HCO services.
- Extend palliative care (as a process) to those with chronic diseases, e.g., Parkinson, ALS

Suggestions were also provided regarding additional partners.

- Faith leaders for referrals
- Family doctors
- Service clubs for fundraising collaboration
- Maple Soft Centre
- MIRA for therapy dogs
- Palliative Care Consultation Team
Appendix G: Stakeholder Consultation Invitation Letter

September 2015

Dear community partner,

Hospice Care Ottawa’s mission is to accompany and support individuals and their families through their end of life journey by providing compassionate, high quality care. We work in partnership with others in the Champlain Health region through the Champlain Hospice Palliative Care Program (CHPCP) to ensure a person and family-centred, integrated regional system for hospice palliative care in Champlain. Our goals are to improve the quality of life for palliative clients and their caregivers and to reduce the burden on the health system.

With the support of the CHPCP and the Champlain LHIN, Hospice Care Ottawa is working towards the development of French hospice palliative care for Ottawa’s East end as well as in Russell County. We have been provided with the Sisters of Charity residence (Couvent St. Louis) which was donated to Bruyère for the purposes of Hospice Care Ottawa. It is located on the same property as the Bruyère Village and Saint-Louis Residence in Orléans.

Over that past few months, we have been meeting with various community partners and networks to discuss possible collaborations and linkages as we prepare the implementation of our hospice palliative care services for the Francophone population.

We are inviting you to attend a community consultation session to hear how we propose to meet the needs of the Francophone community for hospice palliative care services and the potential roles of service providers in East Ottawa and Russell County and to gather your feedback on our findings during the consultations.

This consultation will be used to inform the development of our action plan which will be presented to the Champlain LHIN in December 2015.

The consultation session will be held on November 6th from 9:00 a.m. to 11:00 a.m. at our new site La Maison de L’Est at 879 Hiawatha Park Road, Orléans. Please RSVP to Guy Théroux by email at gtheroux@eksento.com or by phone at 613-830-5712 by November 1st, 2015.

Thank you. We look forward to hearing from you.

Sincerely,

Lisa Sullivan
Executive Director
Hospice Care Ottawa
## Appendix H: Community Partner Participation List

### Invitation and attendance

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elan Graves</td>
<td>Champlain LHIN</td>
</tr>
<tr>
<td>Chantal Vachon</td>
<td>Eastern Ottawa Resource Centre</td>
</tr>
<tr>
<td>Glenda Owens</td>
<td>CCAC</td>
</tr>
<tr>
<td>Clara Dumontier (absent)</td>
<td></td>
</tr>
<tr>
<td>Lloyd Cowin</td>
<td>Rogers House</td>
</tr>
<tr>
<td>Michelle Grandmont</td>
<td>Centre de services Guigues</td>
</tr>
<tr>
<td>Nadine Valk</td>
<td>Champlain Hospice Palliative Care Program</td>
</tr>
<tr>
<td>Angèle Levac (Absent)</td>
<td>Filles de la Sagesse</td>
</tr>
<tr>
<td>Caroline Prévost</td>
<td>ÉSF Plantagenet</td>
</tr>
<tr>
<td>Lynne Joly-Crichton (Absent)</td>
<td>Centre d’accueil Roger Séguin</td>
</tr>
<tr>
<td>Charles Dupont</td>
<td>CSC de l’Estrie</td>
</tr>
<tr>
<td>Line Martineau</td>
<td></td>
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<tr>
<td>Julie Lizotte</td>
<td>RAFO</td>
</tr>
<tr>
<td>Ginette Trottier</td>
<td>Société Parkinson de l’Est de l’Ontario</td>
</tr>
<tr>
<td>John Comfort</td>
<td>L’Arche d’Ottawa (absent)</td>
</tr>
<tr>
<td>Myriam Mongeon ou France McIntosh</td>
<td>Ottawa Deaf Palliative Care Team</td>
</tr>
<tr>
<td>Dre Sylvie Brulé</td>
<td>ÉSF Clarence-Rockland</td>
</tr>
<tr>
<td>Dr Daniel Séguin</td>
<td></td>
</tr>
<tr>
<td>John Comfort (Absent)</td>
<td>L’Arche Ottawa</td>
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Hospice Care Ottawa

Location: Maison de l’Est

November 6, 2015 Consultation Summary notes

The consultation session was held at the Maison de l’Est site on November 6, 2015 from 9:00 a.m. to 11:00 a.m. Twelve representatives from 10 organizations took part in the session. The goals of the consultation centered on providing a brief history of Hospice Care Ottawa (HCO), its programs and services as well as the purpose of the consultation, being the development of an action plan for the implementation of French language services to be provided by HCO.

Marie-France Lalonde, MPP for Orléans, attended the session and provided information on the provincial government’s current activities regarding palliative care.

HCO organized the consultation session to gather the organizations’ perspective regarding the implementation of community palliative care services in East Ottawa and in Russell County. Furthermore, it provided an opportunity to inform the community of the plan for future hospice beds at the Maison de l’Est.

Representatives from HCO were:
Janet Dunbrack – Board Chair
Heni Nadel – HCO Board member
Lisa Sullivan – Executive Director
Chantal Hebert - Volunteer coordinator and trainer

Consultant/Facilitator - Guy Théroux

The presentation of HCO’s mandate and services as well as a brief exposé of the interviews conducted with providers generated a discussion and allowed clarification of some of the questions brought forward by the participants. Following the presentation, participants engaged in a large group discussion. The following is a summary of the discussion.
Maison de l’Est Action Plan

General observations:

- Some retirement homes do not have nursing care and when a resident requires palliative care they often transfer them to the emergency rooms at a hospital.
- The FHT and CHC physicians in Russell counties are providing palliative care at home.
- With a focus on primary health care there may be some savings from the hospitals that can be reinvested in community palliative care.
- We do not need to build a 24/7 clinical model of care since almost two thirds of the time care is provided by family members. Trained volunteers can assist with practical support in the home.

Suggestions:

- There is a need for trained volunteers in palliative care to support individuals in retirement homes.
- Explore how flexible beds in Russell County could be viable and how the Maison de l’Est could support the development of a volunteer base in key areas within the County.
- Explore how the Health Links can provide coordination services for the volunteer program in Russell County.
- The FHT and CHC in Russell County are open to working with the Maison de l’Est to facilitate the training of volunteers by providing support for recruitment and training rooms.
- The Plantagenet FHT will have access to transport services.

Priorities:

- Training of a critical mass of Francophone volunteers in East Ottawa.
- Building volunteer capacity in Russell County.
- Need to have a recruitment and retention strategy for the volunteers.
- Include Health Links in the implementation plan.
- Resources are available from the FHT to support the volunteers (social workers, psychologists).
- Build on the current activities in Russell County between the FHT and the CHC and the retirement homes and LTC facilities.
- Link the implementation of the Maison de l’Est with the CHPCP regional initiatives.
- Implementing hospice care at home will help bridge the gap and provide respite for the caregivers.
Maison de l’Est Action Plan

Participating organizations:
- Eastern Ottawa Resource Centre
- Champlain CCAC
- Centre de services Guigues
- Champlain Hospice Palliative Care Program
- Plantagenet FHT
- Clarence-Rockland FHT
- Estrie CHC
- RAFO
- Parkinson Society of Eastern Ontario
- Champlain LHIN