


« ETHICS FRAMEWORK: HOW WE APPROACH ETHICAL DILEMMAS AT CIUSSS CENTRE- QUEST »

**CLINICAL ETHICS SERVICE OF THE DIRECTORATE OF QUALITY,
INNOVATION, EVALUATION, PERFORMANCE, ETHICS (DQIEPE)**

CIUSSS-CODIM ETHICS FRAMEWORK

- The Ethics Framework is an organizational strategy designed to provide us with a standardized approach to address ethical issues that arise in patient care and service delivery.
 - Everyday clinical teams and administrators are involved in ethical decisions that impact the quality of the patient and staff experience, as well as organizational integrity.
 - In complex situations where values conflict or there is not an obvious right course of action, we refer to the Ethics Framework to access support and decision-making tools.
- 

CIUSSS-CODIM ETHICS FRAMEWORK

An important tool for our organization

**We use an Accreditation Canada model
required according to the standards for ethics**

Developed in 2016

- **Approved by the board in 2016**
- **Presented to Accreditation Canada and
approved in 2017, 2018 & 2019**

LE
CIUSSS

SOINS ET
SERVICES

ACTUALITÉS ET
MÉDIAS

CARRIÈRES

ENSEIGNEMENT

[Accueil](#) [Le CIUSSS](#) [Mission, valeurs et code d'éthique](#) [Cadre d'éthique](#)

Le CIUSSS

[Leadership](#)

[À propos](#)

[Conseil d'administration](#)

[Mission, valeurs et code
d'éthique](#)

[Mission et valeurs](#)

[Code d'éthique](#)

[Cadre d'éthique](#)

[La campagne Respect](#)

[Historique](#)

[Mission universitaire](#)

[Fondations](#)

[Qualité](#)

[Documents](#)

CADRE D'ÉTHIQUE

[Cadre d'éthique.pdf](#)

WATCH THIS SPACE!

ETHICS FRAMEWORK: KEY ENABLERS TABLE

The Ethics Framework Key Enabler Table contains information on all the resources available across our CIUSSS that support ethical practice in day-day patient care as well as in research and organizational decision-making.

The table is broken down by the three main domains where ethical issues are encountered in our CIUSSS: Clinical, Organizational, and Research.

Clinical

Key Enablers		
Policy/Guidelines/Tools	Organization Initiatives	Structures/Expertise/Resources
<ul style="list-style-type: none">• Code of Ethics• Patient Rights and Responsibilities• IDEA Ethical Decision-Making Framework: Workbook• Key Policies (CIUSSS-wide)<ul style="list-style-type: none">○ End of Life Care○ Levels of Intervention○ Informed Consent & Capacity○ Access to Health Services○ Availability of Services○ Non-Discrimination○ Disclosure of Information○ Health Care Quality	<ul style="list-style-type: none">• Staff Orientation• Staff Education Sessions (in-services, grand rounds)• Educational Modules• Ethics at Rounds• Ethics Case Review• Ethics Program Website• Patient experience surveys	<ul style="list-style-type: none">• Clinical Ethicists• Ethics Consultation Service• Ethics Champions (Acute Care mission & trajectories-in development)• Ethics Committees (<i>in development for different CIUSSS Missions</i>)• Local Commissioner of Complaints and Quality of Services• Patient Experience program• Legal Council• Spiritual Care• Risk management and patient safety• Quality committee• Users Committee• Nursing Council• Multidisciplinary Council• Medical Advisory Committee



MISSION AND VALUES

Integrated Health
and Social Services
University Network
for West-Central Montreal
Québec

Centre intégré
universitaire de santé
et de services sociaux
du Centre-Ouest-
de l'Île-de-Montréal
Québec

The mission of CIUSSS West-Central Montreal²

1. To provide the highest quality continuum of health care and social services throughout our network of institutions

Within our network of institutions, we provide a safe continuum of care, including specialized and ultra-specialized care and services, rehabilitation services, long-term care, community health and social services and frontline services. Quality care depends on respectful collaboration and partnership between users and health and social service professionals, staff and administration.

2. To provide compassionate care and services that are centred on the user and create an exceptional user experience

We strive to accommodate the individual needs of all of our users based on language, ethnic origin, gender, age, sexual orientation, socioeconomic background and religion*, to an extent that is reasonably possible.

*Several healthcare institutions within the CIUSSS West-Central Montreal, which were founded by the English Catholic community, the English Protestant community and the Jewish community, continue their commitment to providing an environment and services that are respectful of cultural and religious needs of the founding community.

3. To develop and promote leadership and excellence in health and social sciences education

4. To advance health and social sciences knowledge and practices through excellence in research and innovation

²Each individual institution within the CIUSSS West-Central Montreal retains its specific Mission under the umbrella of the network Mission

The Values of the CIUSSS West-Central Montreal

1. Highest Quality of Care

We value excellence and are committed to providing the highest quality of care for all—care and services that are safe, evidence-based and follows best practices in ethics, medicine and social services.

We are committed to improving access to a continuum of services for our users.

2. Compassion, Dignity and Respect*

In the provision of quality care and services, we are respectful of everyone as unique individuals and we treat them with dignity and compassion, while respecting their privacy and confidentiality.

An exceptional user experience is our goal.

*"Respect for one another" is a core value of our network.

3. Safety

We are committed to providing care and services within a safe and secure environment. The responsibility for safety is shared by everyone at all times within the network.

4. Teamwork

Because the provision of quality health and social services is a highly complex endeavour, we recognize the important contributions of each member of our staff and our partners. Our teamwork is characterized by: 1) a shared consciousness, 2) a shared purpose, and 3) empowered execution. As a team, we are supported in sharing all of our knowledge and expertise with one another, with the ultimate goal of providing a highest quality care and services.

5. Knowledge and Innovation

We value excellence in teaching and research, and their role in providing the best quality of care and services for users.

We encourage creativity and initiative in our staff, in order to identify and implement innovative ways to enhance the care and services that our network provides.

SOMMAIRE DU CODE D'ÉTHIQUE

Principes directeurs

Nous (les prestataires de soins de santé et de services sociaux) et vous (l'utilisateur de ces services*) avons des obligations les uns envers les autres. Les principes directeurs, tels qu'énoncés dans le Code d'éthique, établissent que nous devons nous respecter les uns les autres, et notre obligation de toujours protéger votre autonomie et d'agir dans votre meilleur intérêt. Ces normes témoignent de notre engagement à agir de façon respectueuse et professionnelle dans l'exercice de nos fonctions.

Le respect comprend des soins qui sont :

- sécuritaires
- bénéfiques
- respectent vos souhaits et protègent votre autonomie
- prodigués en privé / en toute confidentialité
- respectent le principe de justice

Vos droits

Nous collaborerons, à titre de partenaires, pour nous assurer que vous comprenez la nature de vos problèmes de santé et de bien-être et les options de soins et services possibles. C'est-à-dire que nous vous fournirons toute l'information pertinente; nous nous assurerons que vous comprenez les risques et les bénéfices d'un test, traitement ou d'un service proposé; nous vous fournirons des explications simples de façon respectueuse; et, nous nous assurerons que vous vous sentez libre de poser des questions et de recevoir des réponses avant de prendre une décision définitive.

Notre engagement

Nous nous engageons à vous prodiguer des soins de la plus grande qualité en travaillant ensemble. Cette valeur fondamentale est fondée sur la recherche scientifique, ainsi que sur le respect des choix et de l'autonomie

de l'utilisateur. Les soins sont prodigués dans un environnement privé, honnête et sécuritaire. Nous nous engageons à garder strictement confidentielle TOUTE L'INFORMATION SUR LES USAGERS. L'information sera partagée uniquement avec les membres de votre famille ou vos proches après avoir obtenu votre consentement. Afin d'obtenir votre permission, nous fonderons toujours notre compréhension sur votre capacité à donner votre consentement, ou sur la nécessité d'obtenir le consentement du représentant légal que vous aurez désigné. Si vous êtes incapable ou incapable de prendre une décision, votre mandat en cas d'incapacité, votre testament de vie ou vos directives préalables* guideront l'équipe soignante qui s'en remettra à votre décideur désigné, qui prendra les décisions nécessaires en votre nom en se fondant sur vos souhaits et vos directives.

À propos des soins de fin de vie

Les soins de fin de vie font partie de la vie et ils doivent être prodigués d'une manière respectueuse qui protège votre dignité jusqu'à la fin de votre vie. La démarche des soins de fin de vie vise souvent à s'assurer que la personne est la plus confortable possible jusqu'à la fin de sa vie. À la demande de la personne concernée, ces soins peuvent également comprendre l'aide médicale à mourir.

Conclusion

Le Code d'éthique repose sur les valeurs fondamentales de respect, de dignité, de soins de la plus grande qualité, de communications ouvertes et franches, et sur l'assurance que vous êtes conscient, rassuré et informé de la promotion de vos choix et de votre autonomie. Il est de votre droit de vous attendre à ce que ces objectifs soient respectés, sans avoir le sentiment d'avoir été soumis à toute forme de discrimination, de préjugé ou d'opinion. C'est ainsi que nous nous assurons que vous receviez des soins de santé de la plus grande qualité.

ENSEMBLE, NOUS SOMMES DES PARTENAIRES DANS LA PRESTATION DES SOINS ET DES SERVICES

Appui

Pour déposer une plainte à propos des soins de santé ou des services sociaux, veuillez vous adresser au Commissaire aux plaintes et à la qualité du service local, au numéro 514-340-8222, poste 5833. Toute question relative au Code d'éthique du CIUSSS du Centre Ouest-de-l'Île-de-Montréal peut être adressée au Bureau d'éthique clinique, au numéro 514 340 8222, poste 3625.

Pour la version intégrale du Code d'éthique, veuillez consulter le www.ciuiss-centreouestmtl.gouv.qc.ca.

* Le terme « usager » fait référence soit aux patients (soins aigus), aux résidents (résidence ou centre d'hébergement en soins de longue durée), ou aux clients (services communautaires), conformément à la mission du CIUSSS.

† Documents exprimant par écrit vos souhaits et directives de soins personnels.

CIUSSS-CODIM ETHICS FRAMEWORK IN PRACTICE

DELIBERATION AND CONSULTATION USING ETHICALLY INFORMED TOOLS & RESOURCES (LISTED IN THE ETHICS FRAMEWORK KEY ENABLERS TABLES)



HOW CAN I RECOGNIZE AN ETHICAL ISSUE?

Ethical issues are not something foreign to you. They occur in:

- everyday life
- everyday clinical care



Flags you are thinking in terms of ethics:

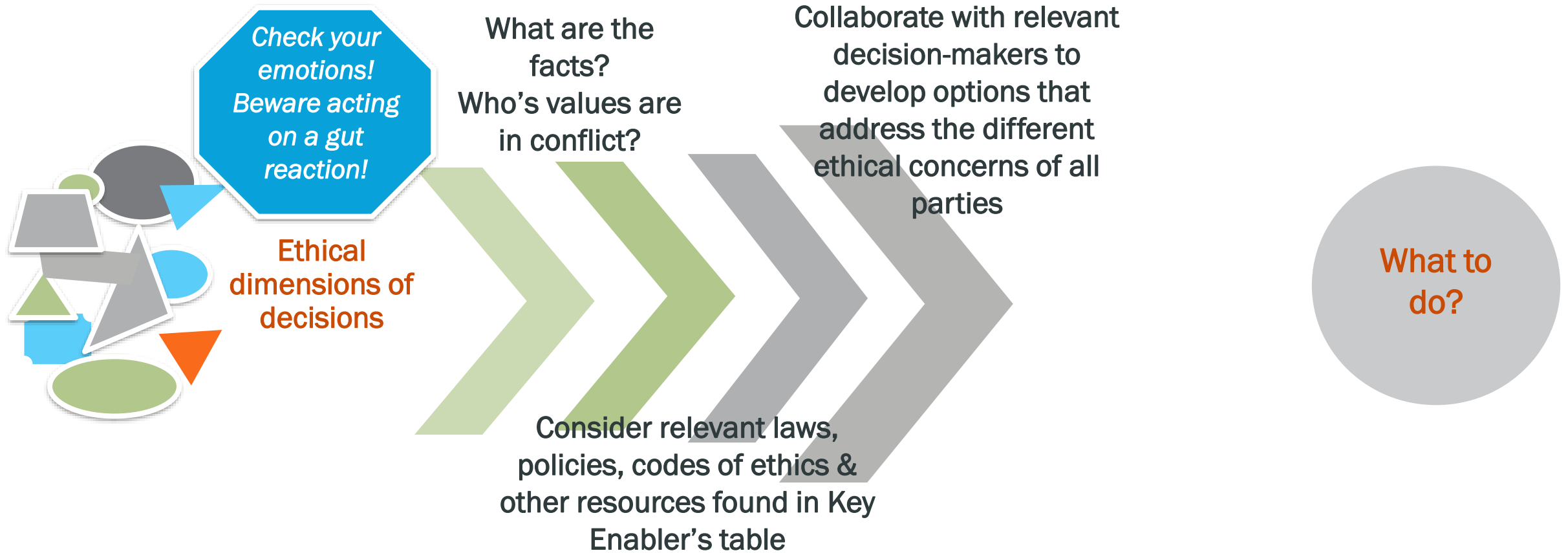
- My gut is saying this situation is different...
- I could... but *should I*?
- What is the right thing to do?

HOW CAN I RECOGNIZE AN ETHICAL ISSUE?

Common ethical issues encountered in the clinical domain include:

- Patient or client consent to treatment or placement/ capacity to consent
 - Substitute decision-making in line with patient or client best interests
 - Goals of Care (Levels of Intervention)
 - Withholding or Withdrawing Active Treatment
 - Disagreement between parties about treatment decisions
- Choosing to live at risk in the community; Transition & discharge planning

CIUSSS-CODIM ETHICS FRAMEWORK IN PRACTICE



- Ask for support from your multidisciplinary team as necessary and appropriate
- Consider using the IDEA or any other ethical decision-making tool to clarify & prompt thinking

IDEA: ETHICAL DECISION-MAKING TOOL

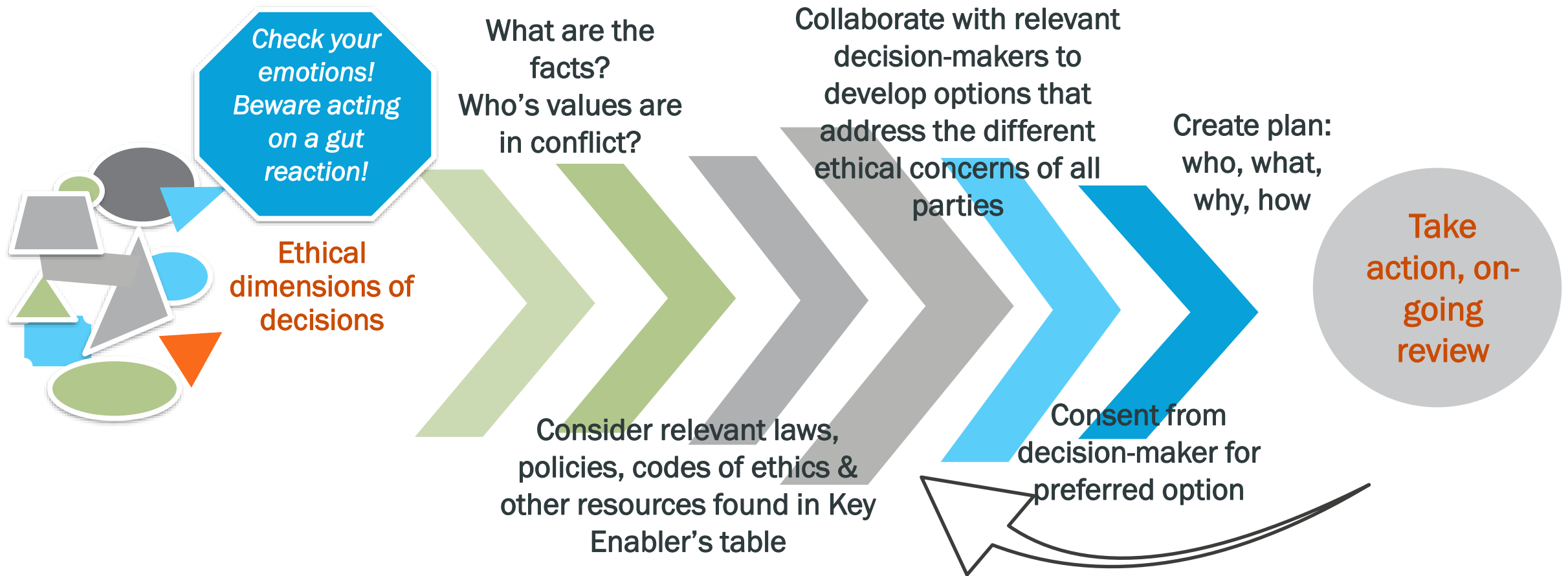
<i>Feuille de travail</i> pour la prise de décision éthique		<ul style="list-style-type: none">I Identifier les faitsD Déterminer les principes d'éthique en conflitE Explorer les optionsE Évaluer après avoir pris votre décision
Étape 1 : Identifier les faits – méthode des 4 boîtes		
Indications médicales Décrire le problème médical du client, les antécédents, le diagnostic; est-ce aigu, chronique, critique, émergent et irréversible ? But du traitement ? Probabilités de réussite ? Plans en cas d'échec thérapeutique ? Avantages éventuels des soins ? Comment éviter de nuire ?	Préférences du client Décrire les préférences du client. A-t-il la capacité de décider ? Si oui, son souhait est-il informé, compris et volontaire ? Si non, qui peut prendre la décision à sa place ? Le client a-t-il déjà exprimé des souhaits ? Est-ce que son droit de choisir a été respecté ?	

Clinical Ethics Service offers training to teams re: how to use these worksheets to inform your practice and build ethics capacity. Contact us if you are interested!

4 BOX/TOPICS METHOD OF ETHICAL DECISION-MAKING

<p>Medical indications:</p> <p>State of client's/patient's medical issues....</p>	<p>client's/patient's preferences:</p> <p>What are the client's/patient's preferences?....</p>
<p>Quality of life:</p> <p>Describe quality of life in client's/patient's terms....</p>	<p>Contextual features:</p> <p>Family, relationships, social, religious, economic circumstances....</p>

CIUSSS-CODIM ETHICS FRAMEWORK IN PRACTICE



- Ask for support from your multidisciplinary team as necessary and appropriate
- Consider using the IDEA or any other ethical decision-making tool to clarify & prompt thinking
- Engage client or substitute decision-maker in a timely manner
- **Involve the Clinical Ethics Service at any time**

CLINICAL ETHICS SERVICE

The Clinical Ethics Service of the Directorate of Quality, Innovation, Evaluation, Performance, and Ethics is a comprehensive consultation service run by professionally trained ethicists that supports the work of all members of the CIUSSS to uphold the Ethics Framework of the organization.

The Ethics Service is not the Ethics Framework – together, we all make up the Ethics Framework!

Goal

- To improve the patient and staff experience, as well as increase organizational integrity, by leading and supporting ethics related services across the CIUSSS.

Action

- Provides an expert ethics consultation and education service to help patients, clients and residents; their families or substitute decision-makers; various clinical team members; management or administrators; and researchers identify and address ethical issues that arise in healthcare.

Integrated, innovative, accountable

CLINICAL ETHICS SERVICE:

The Team

- Kevin Hayes, Clinical Ethicist
- Administrative support provided by Milena Marn

Accountable to:

- Chantal Bellerose, Adjointe à la DQIEPE- Directorate of Quality, Evaluation, Performance, Ethics
- Joanne Côté, Director, Directorate of Quality, Innovation, Evaluation, Performance, Ethics (DQIEPE)

**CIUSSS
WEST-CENTRAL
MONTREAL**

**CARE AND
SERVICES**

**NEWS AND
MEDIA**

CAREERS

TEACHING

[Home](#) [›](#) [Care and services](#) [›](#) [Clinical Ethics Service](#)

Care and services

[Smoking cessation](#)

[Health Alerts](#)

[CIUSSS Medical Records](#)

[Consulting a doctor
without an appointment](#)

[Family Medicine Group
\(FMG\)](#)

[Health information for
patients & families](#)

[Info-santé|Info-social 8-1-1](#)

[Asylum seekers](#)

[rehabilitation Services](#)

[Outpatient services](#)

[End-of-life care](#)

CLINICAL ETHICS SERVICE

- [What do we do ?](#)
- [How to reach us](#)

Welcome to the CIUSSS Centre-Ouest d'Ile de Montreal Clinical Ethics Service

The Clinical Ethics Service aims to improve the patient and staff experience, as well as increase organizational integrity, by leading and supporting ethics related services across the CIUSSS.

As part of the Department of Quality, evaluation, performance, ethics, and accreditation the Clinical Ethics Service provides an expert ethics consultation and education service to help patients, clients and residents; their families or substitute decision-makers; and various clinical team members identify and address ethical issues that arise in healthcare.

In addition to providing clinical ethics consultation, ethics consultation is also available for management, administration, and governance related ethical concerns (including policy development and practice change initiatives), as well as for questions related to research ethics, ensuring support for ethical decision-making is available from bed-side to boardroom.

WHAT IS CLINICAL ETHICS CONSULTATION?

Goal: To support decision-making when there is uncertainty or conflict regarding value-laden concerns that emerge in health care.

“We felt like we needed more support and guidance to better understand the requests of the family that seemed so unrealisticto connect the clinical reality with the value/belief aspects and elaborate a proper plan of intervention that would make both parties comfortable.”

- Jewish General Hospital Nurse Manager

“As a CLSC community social worker, I really appreciated the guidance that I received from the ethics service. I was concerned that my client in the community was at risk and the ethicist and the ethics committee helped me and the team identify the issues and devise a plan to ensure her well-being and safety”

-CLSC René-Cassin Social worker

WHAT CAN YOU EXPECT FROM A CLINICAL ETHICS CONSULTATION?

Main Approach: *Ethics Facilitation (Bioethics Mediation)*

- Collaborative role
- Respects rightful decision-making authority
- Assist to build a principled ethical resolution

Process:

- **Identify** and distinguish ethical issues
- **Analyze** the risks and benefits of the proposed and alternative courses of action by considering relevant facts, values, and religious beliefs

Facilitate an ethical resolution: Plan a fair process & provide mediation

WHAT CAN YOU EXPECT FROM A CLINICAL ETHICS CONSULTATION?

2. Fact based consults

Answer general questions

Obtain ethics related information

Resource, expert, teacher

3. Organizational support

Policy development

Practice change initiatives

Ethics education

HOW TO REACH US

PATIENTS & FAMILY MEMBERS

- Request a clinical ethics consult by asking a member of the medical team to contact the service for you.
- You can also reach the Consultation Service directly at: **514 340-8222 ext. 23928**

PHYSICIAN'S, STAFF AND LEADERSHIP

- Telephone the Clinical Ethics Service directly at:
514 340-8222 ext. 23625
or ext. 23928

Who can consult the Clinical Ethics Service?

Anyone involved in clinical, organizational or research decision-making:

- patients, clients
- family members
- substitute decision-makers
- various clinical team members
- management or administrators
- Researchers, members of an REB

Hours:

9am-5pm Monday-Friday

On-call support:

One ethicist is available; 5-10pm weekdays;

If you are currently working with the ethicist and would like to reach him directly:

Kevin Hayes

Page directly at 514-413-2048

Call at 514-261-0390

JGH, Pavillion A, Office 910, Ext #23625

Or CLSC René-Cassin, 6th floor Office 27

Email directly

kevin.hayes.ccomtl@ssss.gouv.qc.ca

ACTION PLAN – SHARING THE CONCEPTUAL FRAMEWORK WITH YOU!!!!!!

- **The objective to share the framework:**
- **Since 2016 in an ongoing way to present this information to the staff across the CIUSSS**

How?

- **Team presentations, in-service presentations, Mission/site presentations, CIUSSS intranet site, CIUSSS Web site, Individual and group consults with the ethicist**



OTHER COMPONENTS OF ETHICS IDENTIFIED IN THE FRAMEWORK

- Research ethics
- Organizational ethics & the use of the A4R
- Ethics training for staff



QUESTIONS?

ACCREDITATION CANADA QUIZ

1. Does CIUSSS-CODIM have core values?
2. Have you had any training about the core values?
3. What sorts of ethical issues do you encounter in your work?
4. How can you fix an ethical issue?
5. How can you learn more about ethics in your work?
6. What tools does CIUSSS-CODIM have to help with ethics?
7. Do you know if CIUSSS-CODIM has an ethical framework?
8. How would you describe the ethical framework at CIUSSS-CODIM?
9. How do you support a patient or family having to make really tough decisions, like no CPR, whether to put in a PEG, a treatment plan for someone who is palliative care, or a decision to live at risk in the community?
10. What do you do when you are ethically uncomfortable with a situation?
11. Are you aware of resources to support patients/families with ethical issues?
12. When the patient is not able to give consent, how do you obtain consent?
13. *These are the type of questions that the Accreditation Canada survey team may ask when they visit.* Does the hospital have a process for finding out if the patient has a "living will" or "Advance Directive"?

ACCREDITATION CANADA QUIZ: ANSWERS

1. Yes – see Mission, Vision, Values statement on CIUSSS website & intranet
2. During orientation and on designated walls of each in-patient unit and each CIUSSS site
3. Staff would respond from their experience – this is partly captured in the Clinical Ethics Service Annual Report that is available on the Service website (located under Care & Services tab of the CIUSSS website). For example, a situation where substitute decision-maker disagreed with the recommendations of the team; the Pt wanted to return home to live in a risky situation; unsure if the Pt was capable to consent to treatment or placement
4. You can get help by speaking with colleagues, your managers, or contacting a Clinical Ethicist directly. Do one's own research into the ethics issues, seek help from professional associations, work through the IDEA: Ethical Decision-Making Worksheet; Consult the Ethics Framework Key Enablers Table to find additional policies, tools, and resources that are available to you.
5. Attend ethics education session that are provided at the CIUSSS, ask for in-service on unit, ask for an ethics consultation, ask a Clinical Ethicist to provide you with some extra information or reading material on topic.
6. Main: Clinical Ethicists, Clinical Ethics Service: ethics consultation & education/policy review & development. Others: include ethical decision-making tools and worksheets (e.g., IDEA; Grille d'analyse); See the Ethics Framework Key Enablers Table to find additional policies, tools, and resources that are available to you.

Please amend/add further info as appropriate

ACCREDITATION CANADA QUIZ: ANSWERS

7. Yes, we have an Ethics Framework! See website & intranet
8. An Ethics Framework is an organizational strategy that provides a standardized approach to work through ethics issues and make decisions. Details can be found on website under “CIUSSS tab” → “Mission, Vision, Values; Code of Ethics; Ethics Framework”
 - The IDEA tool is to help you work through difficult cases. Know it exists and that ethicists can help you use it!
 - The Ethics Consult Service is also available to provide you with the support of trained ethicists if you need it!
 - Many additional resources and structures exist to support ethical decision making: find them in the Ethics Framework: Key Enablers Table
9. We can have family conferences, social workers can offer support, speech language pathologist or dietitian can meet with families to assist them, spiritual care people, ethicist, patient representative, nurses, physicians are all available to help families.
10. Identify why, talk to interprofessional colleagues, managers, pastoral services, ethicist (see Key Enabler’s table for other resources); determine if need for follow-up, and best way to do so in discussion with above resources.
11. Yes, we have the Clinical Ethics Consult Service, as well as many skilled and experienced healthcare practitioners who can help.
12. Need to find a substitute decision maker or the Mandatary/Tutor or Curator. Contact the ethicist or other (social worker, physician, nurse management, legal team) if you are unsure.
13. Yes, the question can be asked at any appropriate time. We indicate on the health record whether such a directive exists.