



# ENACTION

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RFIQ Provincial Council on December 3, 4 and 5  
FIQ and FIQP Federal Councils on December 3



## RATIOS: A RAY OF HOPE FOR THE HEALTHCARE PROFESSIONALS

From the crisis on the healthcare professionals' working conditions, which lit up social media like wildfire over the last few years, to implementing the ratios projects negotiated in 2018 with the former government, it is now time for the FIQ and FIQP to take stock of the situation.

Here is a brief summary of the analysis and perspectives of the 16 pilot projects carried out across Québec, in CHSLD-EPC, medicine, surgery, emergency and home support, and conducted by healthcare professionals despite the obstacles encountered.

### THE PROOF

The FIQ has worked extremely hard since the introduction of a short paragraph in the last provincial collective agreement, in 2016, through Letter of Understanding No. 17. The

Federation had the opportunity "to study the pertinence and feasibility of healthcare professional-to-patient ratios by setting up pilot projects" with the Comité patronal de négociation du secteur de la santé et des services sociaux (CPNSSS). This was the first time healthcare professional-to-patient ratios were talked about in a collective agreement in Canada!

Three years later, it's done, even if the implementation of the projects was painstaking. The FIQ had to deal with

arguments from the employer party who refused to hear those of the healthcare professionals. And, it was only after long discussions that the ratios projects could finally begin in 2018.

The FIQ and FIQP believe that giving safe, quality care involves the ratios, teams composed of a minimum of healthcare professionals at all times based on the patients' needs, teams that can be upgraded as needed.

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## WORD FROM THE PRESIDENT

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## THE FIQ'S ENVIABLE POSITION

This last provincial council in 2019 was rich in content and emotions. The commemoration of the Polytechnique massacre, a tragedy that occurred 30 years ago already, was an occasion for us to collectively remember that we are a feminist organization, which sets us apart from other labour organizations, and that this feminism colours the stances and actions we take.

Moreover, what was said during the presentation of the report on Letter of Understanding No. 18 regarding specialty nurse practitioners rings true: we must remember that the progress of one profession brings progress for all of them, that the success of one paves the way to success for all. We must keep this in mind as we continue to fight our many battles in 2020.

What's more, at this provincial council, we established our two priorities for the next year: carrying out successful provincial negotiations, while energizing union life and stimulating union democracy.

Healthcare professionals' demands are simple, they want health and safety at all levels of the network. Nurses, licensed practical nurses, respiratory therapists and clinical perfusionists want working conditions that enable them to

provide safe, quality care to their patients.

Our coordinated operation to reserve 24 hours for the safety and quality of care in November was another vivid demonstration that the FIQ's ongoing battles are gaining public visibility. Through our actions, we are forcing employers to do their duty and tackle the issues afflicting healthcare professionals. We won't let up!

The report on Letter of Understanding No. 17 regarding ratio projects also demonstrated that we are on the right path. Safe ratios are a promising solution for the network and are garnering attention among our members, the public, the media and among MNAs in the National Assembly.

The road we've travelled has been full of challenges, and what lies ahead will be no walk in the park.

That said, healthcare professionals are at the core of our mission, which is founded on their reality and experiences. We have established our credibility. We are leaders when it comes to issues affecting healthcare professionals and health care in general.

We are in a position of strength, an advantage that will serve us throughout these provincial negotiations, where the Federation is focusing all of its resources. In the next few weeks, we will have the employer's demands. We will give you a full report in January, along with our APTS allies.

So, on behalf of myself and the FIQ and FIQP Executive Committees, I would like to wish you a very happy holiday season and a happy New Year in 2020, rich in health and solidarity. ■

The holiday season is fast approaching and once again this year our members will be on the front line, getting very little rest. It is my wish that healthcare professionals also be able to take a well-deserved break to rest and recharge.



*Happy holidays and happy New Year!*

## PAY EQUITY: THE UNION REPS WILL MONITOR THE WORK

At the Provincial Council, the FIQ and FIQP delegates endorsed the creation of a committee on pay equity composed of five representatives of the following job titles: nurse, licensed practical nurse, respiratory therapist, clinical perfusionist and specialty nurse practitioner. This committee's mandate will be to participate in the various work on the pay equity audit. The pay equity audit takes place every five years. The employer must conduct the next one before December 31, 2020.



At the microphone: Myriam Gilbert-Paquette, CISSS de la Montérégie-Ouest

**ORGANIZATION OF WORK**

**Ratios: a ray of hope for the healthcare professionals (cont.)**



**RATIOS** (cont. from page 1)



**CPNSSS REFUSAL**

Last June 6, the FIQ filed its report on the analysis of the projects implementing safe healthcare professional-to-patient ratios. Backed by positive comments from the local joint committees and healthcare professionals' statements, the FIQ had to deal with the CPNSSS's refusal to recognize the projects many positive effects. The latter considered the projects inadmissible because of the unconvincing cost-benefit ratio and manpower problems.

However, international literature, experience with ratios elsewhere in the world and the positive conclusions of the people involved in the projects support the pertinence of ratios, the need to continue them and expand the implementation to ensure care safety and resolve the manpower problems.

**FOR THE FUTURE...**

The FIQ, FIQP and their members hope to obtain the ratios and will no longer tolerate the management methods and code of silence that currently rule in the care settings. The projects proved that ratios guarantee care safety and they give healthcare professionals the desire to commit to the network.

There is no doubt that rolling out the ratios on a greater scale will be played out in the political arena. The 76,000 healthcare professionals in Québec are ready to battle to obtain a law on ratios! ■

**AN OVERVIEW OF THE BENEFITS**

**MEDICINE at Hôtel-Dieu de Lévis – CISSS Chaudière-Appalaches**

- ↓ 42% readmissions within 30 days
- ↓ 32% incidents/accidents reports
- When the ratios were respected, the nurses gave all care at 79% versus 42% when they were not

**SURGERY at Hôpital du Suroît – CISSS Montérégie-Ouest**

- Major ↓ in number of falls
- No readmissions within 30 days

**SURGERY at Hôpital Sacré-Cœur – CIUSSS Nord-de-l'Île-de-Montréal**

- ↓ 18% in average hospital stay

**CHSLD at Hôpital général de Québec – CIUSSS Capitale-Nationale**

- Significant ↓ in the number of falls
- ↓ in the use of PRN medications to treat behavioural and psychological symptoms related to dementia (BPSD)
- ↑ in families' confidence in the care

**A SUCCESS IN OUTAOUAIS**

**EMERGENCY at Hôpital de Hull – CISSS de l'Outaouais\***

- ↓ 83% in salary insurance
- ↓ 23% in overtime worked
- ↓ 5% in the short-term absenteeism rate
- ↑ 8% in the staffing rate
- ↑ 14% in the occupancy rate of positions
- ↑ 38% in work satisfaction

\* Average compared with the previous year or before the project.



**HEARTFELT PLEAS**

Your union representatives did not hesitate to express their opinions on the subject of the ratios:

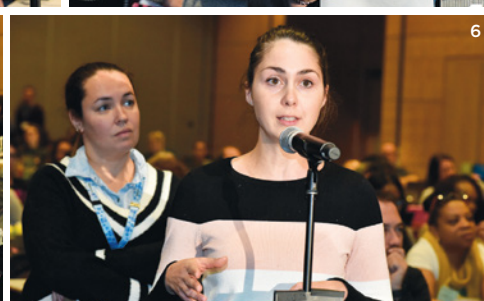
“It is so disappointing to see that the ministry and nursing administrations do not believe that healthcare professionals should be returned to the heart of care as they are the best at knowing what is best.”

“Patients are mistreated in the CHSLDs; we are demanding ratios, as working conditions are intolerable.”

“We receive contingency plans in residential living with lists of daily tasks which will not be done, like applying cream, assisting with meals or applying dressings. Ms. McCann knows this, so she must act!”

“All of Québec understands that the solution is ratios, except the Minister of Health.”

#OuiAuxRatios



At the microphone:  
 1. Anusree Nath, CIUSSS du Centre-Sud-de-l'Île-de-Montréal  
 2. Ann Déry, MUHC  
 3. Sylvie Leduc, CHUM  
 4. Caroline Gravel, CIUSSS de la Capitale-Nationale  
 5. Marianne Use, Résidence Sorel-Tracy  
 6. Karina Therrien, CHUM  
 7. Martine Caron, CHU de Québec

**PROFESSIONAL PRACTICE**

**SNPs' autonomy and authority: a worthy battle  
FIQP Federal Council**



Jérôme Rousseau, FIQ Vice-President, Chantal Fortin, SNP at the CIUSSS de l'Est-de-l'Île-de-Montréal, Mélanie Gauthier-Gagnon, SNP at the CIUSSS de la Capitale-Nationale, Mireille Villeneuve SNP at the IUCPQ, Marie-Eve Viau and Serge Prévost, FIQ Union Consultants

# SNPs' AUTONOMY AND AUTHORITY: A WORTHY BATTLE

The FIQ and FIQP are actively involved in the work related to specialty nurse practitioners' (SNPs) practice. Their numbers are set to reach close to 2,000 in Quebec in 2024-2025. While there has been progress in the last few years, their working and practice conditions are still not equal to those in other Canadian provinces.

**SNPs' CLASSES OF SPECIALIZATION**

- Front-line care
- Mental health
- Adult care
- Pediatric care
- Neonatology

From 2017 to 2019, the FIQ and FIQP worked with the CPNSSS on Letter of Understanding No. 18 regarding the attraction and retention, ongoing training, working conditions and autonomy of SNPs.

Indeed, because of their status, SNPs are not treated equitably by employers who do not fully comply with the collective agreement. Moreover, their working and

practice conditions need to be improved.

It was with this in mind that the FIQ represented SNPs in a parliamentary committee on November 12, 2019 as part of the special consultations and public hearings on Bill No. 43, an *Act to amend the Nurses Act and other provisions in order to facilitate access to health services*.

Quebec is lagging behind when it comes to the advanced practice of SNPs, professionals who play an essential role in improving care accessibility. The FIQ and FIQP will strive to ensure they gain their rightful autonomy and authority. The brief is available on the FIQ website. ■



**With or without the professional orders, the FIQP will continue to defend its members!**

## fiqp FEDERAL COUNCIL

**MS. MCCANN, TAKE ACTION!**

The FIQP nurses and licensed practical nurses are engaging in another year where they must once again denounce their unacceptable working conditions and effects: mandatory overtime, continually broader ethical requirements, code of silence and a rising number of sick leaves.

"These constraints and historic rates reveal the healthcare professionals' deep uneasiness and are forging a huge gap between the care we should be giving every day and the managers expectations of productivity", said the FIQP president, Sonia Mancier, to the delegates meeting at a Federal Council.

**THE PROFESSIONAL ORDERS, ALLIES OR FOES?**

The deterioration of working conditions is such that it affects the

quality and safety of care. And, as reported by Patricia Conrath, Nurse Vice-President, and Lyne Guerra, Licensed Practical Nurse Vice-President, the professional orders have shown their colours.

The Ordre des infirmières et infirmiers du Québec (OIIQ) adopted a strong approach to the healthcare professionals' working conditions and has clearly taken a position through a recommendation tabled by the FIQ.

That recommendation demands an active participation of the DONs in analyzing the contingency practices, rationing and unloading of the care currently taking place in the institutions and in the staffing structures. But above all, it invites the OIIQ to address the Minister of Health asking her to intervene on the quality and safety of care. The

FIQP, with the FIQ, will follow this recommendation's progress.

The Ordre des infirmières et infirmiers auxiliaires du Québec (OIIAQ) has chosen instead to collaborate with the government bodies and focus its actions on the professional nature of its mission, disregarding the unacceptable working conditions of its members. Is it really protecting the public?

With or without the professional orders, the FIQP will continue to defend its members!

**2020 FINANCIAL FORECAST**

The delegates unanimously adopted the financial forecast, presented by Martine Tremblay, Treasurer of the FIQP. ■



## GROUP INSURANCE

## Rates in effect starting in April 2020



# GROUP INSURANCE RATES IN EFFECT STARTING IN APRIL 2020

At the December provincial council, delegates were given a report on the change of insurer and group insurance plan, which came into force on April 14, 2019 for FIQ and FIQP members. They agreed on how to use the additional government contribution stipulated in the provincial collective agreement.

The delegates decided to put \$3.655 million of the government's additional contribution toward a premium reduction for the health insurance plan from April 1, 2020 to March 31, 2021.

For the vast majority of members, the transfer to the new insurer, La Capitale, went smoothly. La Capitale agreed to the FIQ's request to set up a telephone service once the transfer began in order to respond to members' questions. Most members called about the new modular insurance plan, dependents and certificates, as well as the service card members use at the pharmacy and the dentist.

As it stands, the majority of insureds opted for the silver module in the health insurance plan. 20% of members chose the gold module and nearly 10% chose bronze. As for dental care, approximately 4% of members decided to opt out.

The rates the FIQ negotiated with La Capitale when it put out the call for tenders in 2018 included rates for 2020-2021.

### PREMIUM HOLIDAY

Since this collective agreement came into effect, the government has been giving an additional annual contribution to the group insurance. The contribution amounts to \$7.31 million dollars and can be used to give premium holidays, improve group insurance plan benefits, or be left as a deposit with the insurer to shield against eventual rises in cost.

The delegates reflected on how best to use the government's additional contribution. Considering

that the premium rates for 2020-2021 are particularly low due to the call for tenders, as well as the fact that members have had this health insurance plan and optional dental care for under a year, the delegates felt it would be best to set aside a portion of the additional contribution to alleviate future rises in premium rates in 2021. ■

### RATES STARTING ON APRIL 1, 2020 UNTIL MARCH 31, 2021

Plan	Coverage category	Current rates paid until March 31, 2020 <sup>1</sup>	Rates paid from April 1, 2020 to March 31, 2021 <sup>1</sup>
<b>Health insurance</b>			
■ Bronze	Individual	\$43.19	\$46.86
	Single parent	\$57.00	\$61.85
	Family	\$100.63	\$109.19
■ Silver	Individual	\$48.58	\$52.70
	Single parent	\$64.13	\$69.57
	Family	\$113.19	\$122.79
■ Gold	Individual	\$51.11	\$55.45
	Single parent	\$67.47	\$73.19
	Family	\$119.09	\$129.20
<b>Dental care</b>			
	Individual	\$13.73	\$14.85
	Single parent	\$26.09	\$28.22
	Family	\$38.44	\$41.58
<b>Basic life member<sup>2</sup></b>			
<b>Additional life member<sup>2</sup></b>			
<b>Basic AD&amp;D<sup>2</sup></b>			
<b>Additional AD&amp;D<sup>2</sup></b>			
<b>Life insurance for dependents</b>			
<b>Additional life for member / Additional life for spouse / Acquired rights life</b>		Rate grid by age, gender, tobacco	Rate grid by age, gender, tobacco
<b>Long-term disability</b>			
		0.968%	0.997%

1. Rates paid per 14 days excluding the employer's contribution and the 9% provincial tax. These rates include the use of a portion of the government's additional contribution for a premium reduction.

2. Rate per \$1,000.

**FINANCES**

**2020 Financial Forecast  
2020 Priorities: stronger together**



**2020 FINANCIAL FORECAST  
A PIVOTAL YEAR FOR THE FIQ**

At the Federal Council, Treasurer Roberto Bomba presented the next FIQ budget to the delegation. 2020 will be an important year for the Federation and this budget will ensure that the organization remains financially stable and keeps providing quality services.

The 2020 budget adopted by the delegates was developed based on the Federation's two priorities for the coming year, i.e., provincial negotiations and union life.

**PROVINCIAL NEGOTIATIONS**

Significant funds have been earmarked for the 2020 provincial negotiations and renewing the FIQ and FIQP members' collective agreement.

The increase is most notable among nurses and licensed practical nurses following hiring in the health network. The FIQ will be increasing staff in this important sector in 2020 to meet members' and affiliated unions' needs.

**HEALTHCARE PROFESSIONAL-TO-PATIENT RATIOS**

Funds are earmarked to support the FIQ's ongoing battle to implement safe healthcare professional-to-patient ratios in all Quebec healthcare institutions.

**LABOUR RELATIONS**

Half of the Federation's expenses go toward the Labour Relations Sector to support affiliated unions and defend members, especially in arbitration, before the CNESST and employers. The 2020 income accounts for 71,392 dues-paying members, which includes a 1,396 increase in members.

Lastly, delegates decided to add a meeting for affiliated unions RLT vice-presidents to the budget. The meeting will be held between now and late June, giving VPs an occasion to discuss labour relations cases and issues.

**OCCUPATIONAL HEALTH AND SAFETY**

The 2020 budget still includes a loan package to support healthcare professionals who must contest an employer decision related to a protective reassignment of the pregnant or breastfeeding worker (RPTE). ■



**2020 PRIORITIES: STRONGER TOGETHER**

The delegates adopted the FIQ and FIQP priority actions for 2020. The established priorities are aimed at a successful provincial negotiation, revitalizing union life and stimulating union democracy.

**PRIORITY 1: A SUCCESSFUL PROVINCIAL NEGOTIATIONS**

To succeed in the provincial negotiations, an effective information and mobilization structure will be put in place at the beginning of the year. The provincial information and mobilization team as well as the local information and mobilization officers in every institution will be active as of January to ensure that members in the field are aware of the progress in the negotiations. The delegates feel that it is essential that the members support the negotiation draft throughout the negotiations.

Moreover, negotiations with targeted priorities and objectives will allow active negotiations of the new collective agreement, with the goal of quickly proposing solutions that will give healthcare professionals a chance to catch their breath.

Lastly, bargaining power will be maintained, particularly by the healthy, strong alliance created with the Alliance du personnel professionnel et technique de la santé et des services sociaux (APTS) as part of the negotiation of the intersectoral matters.

**PRIORITY 2: REVITALIZE UNION LIFE AND STIMULATE UNION DEMOCRACY**

To ensure strong mobilization, there are several proposed actions. Union rep training for elected officers on the local teams will be ramped up to revitalize union life. In this respect, all the FIQ sectors and services want to meet the FIQ and FIQP union reps more often to inform and equip them to the utmost on the ongoing files, as in a strong collective movement, each person's involvement acts as a strength multiplier.

To stimulate union democracy, the FIQ and FIQP will work to generate greater involvement of all our members. This is constant work, but necessary for the delegates, as the power of collective action can always be improved. ■

At the microphone:  
1. Béatrice Bellefleur, MUHC  
2. Debbie Piché, CIUSSS de la Mauricie-et-du-Centre-du-Québec  
3. Lynda Groulx, CISSS des Laurentides

## NEGOTIATION

## Changes to essential services



Mathieu Chaput, IUCPQ

## CHANGES TO ESSENTIAL SERVICES

Bill 33, An Act to amend the Labour Code concerning the maintenance of essential services in public services and in the public and parapublic sectors, went into effect on October 30<sup>th</sup>. The delegates learned about the changes made to the Law and the proposal from the Comité patronal de négociation du secteur de la santé et des services sociaux (CPNSSS).

The delegates adopted a recommendation that the FIQ initiate discussions with the CPNSSS to agree on provincial parameters to facilitate the local negotiation of essential services by the affiliated unions.

A Special Provincial Council – Negotiations will be held in January to adopt the essential services policy and mobilization plan for the provincial negotiations.

The main objective of the changes is to comply with two decisions rendered by the Supreme Court and Administrative Labour Tribunal (TAT), by deleting the mandatory percentages of services to maintain in the event of a strike.

### PUBLIC SECTOR

The local union and institution or its representative (CPNSSS) are obliged to maintain essential services in the event of a strike. These services are those, when interrupted, could endanger the public's health and safety.

The parties must negotiate essential services to maintain and provide a list or agreement to the TAT. The latter must rule on the adequacy of services set out on the list within 90 days or within 120 days, if a specific situation so justifies. The

right to strike cannot be exercised until the TAT renders its decision.

### PUBLIC SERVICES (PRIVATE INSTITUTIONS)

The TAT has the power to order the maintenance of essential services when a strike may endanger the public's health and safety. It also has the power to suspend an impending or ongoing strike, until demonstrated that essential services will be adequately maintained.

### CPNSSS PROPOSAL

The CPNSSS has a mandate from the network employers to negotiate provincial parameters for agreeing on essential services to maintain in the event of a strike. The CPNSSS invited all the labour organizations to negotiate the parameters at the same bargaining table. The FIQ attended a meeting

on November 21<sup>st</sup> with the other labour organizations representing Classes 1 to 4. At this meeting, the CPNSSS presented the tool they are proposing for an agreement on the level of staffing to ensure in the event of a strike for every care unit, categories of care and services set out in the Law.

### ISSUES FOR THE FIQ

For the FIQ, the care units, categories of care and services set out in the Law must correspond with the concept of centres of activities stipulated in the local collective agreements. The FIQ recommends that the development of essential services should be at the local level with facilitating measures negotiated at the provincial level. ■



## HAPPY RETIREMENT!

It was with great emotion that President Nancy Bédard highlighted the retirement of two Federation employees. She paid tribute to Dominique Trudeau, Administrative Assistant, and Brigitte Bouchard, Union Consultant, Labour Relations Sector, known for her spirited and dynamic leadership at demonstrations. ■

## CAR, HOME AND BUSINESS INSURANCE



The FIQ offers its members group car, home and business insurance with The Personal General Insurance. The company is authorized to solicit members by phone. However, The Personal has agreed not to divulge the list of FIQ and FIQP members to anyone. According to the Act Respecting the Protection of Personal Information in the Private Sector, members may refuse that their name and contact information (address, phone number) be sent to service providers. Therefore, **members who do not want their contact information sent to The Personal** must complete and return the form below to the address on the form before February 28, 2020. ■

I, undersigned, explicitly refuse use of my personal information held by the FIQ for marketing or solicitation purposes as regards the agreement it has with The Personal for its members.

Name: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ Province: \_\_\_\_\_ Postal code: \_\_\_\_\_

Telephone (home): \_\_\_\_\_ Telephone (work): \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Return to FIQ Québec, a/s Édith Côté, 1260, rue du Blizzard, Québec (Québec) G2K 0J1, by fax at 418 626-2111 or send this information by email to [ecote@fiqsante.qc.ca](mailto:ecote@fiqsante.qc.ca)



**STATUS OF WOMEN**

**STRONGER TOGETHER.**



# A GUIDE TO INCREASING WOMEN'S UNION PARTICIPATION

The Policy Implementation and Monitoring Committee (PIMC) for the Fair Representation of Women in Positions of Power and Decision-Making presented various measures to the delegation that can be implemented to achieve the target of 75% female participation in union life at the FIQ and FIQP.

The Committee proposes that local union teams focus on seeking talent, twinning at decision-making meetings, and setting up work schedules adapted to family constraints.

The support measures guide adopted by the union reps, also suggests creating department delegate positions, setting up youth

and status of women committees in affiliated unions, participating in FIQ training programs, and even making union services available during all work shifts.

The PIMC also feels it is very important to increase the number of representatives from ethnocultural communities so that affiliated union teams reflect the diversity of

their members and everyone feels represented.

In the next year, further actions in the policy's action plan will be put in motion, such as a report on the new decision-making meeting schedules, the implementation of a mentoring program and the creation of two training programs for the 2021 convention. ■



The four panelists:  
1. Nathalie Provost 2. Francine Pelletier  
3. Jacques Duchesneau 4. Sophie Séguin

## THE FIQ REMEMBERS

On December 6, 1989, Marc Lépine burst into the Montreal École Polytechnique and killed thirteen students and one employee, in a politically charged and anti-feminist act. At the provincial council, FIQ and FIQP delegates took time to reflect on the lessons learned from this event, 30 years later.

Following the projection of a commemorative video created by the Status of Women Sector (which is posted on the FIQ's FB page), the FIQ and FIQP union reps welcomed a panel featuring a survivor of the Polytechnique massacre, Nathalie Provost, journalist and feminist Francine Pelletier, police officer Jacques Duchesneau who was on site in 1989, and Sophie Séguin, president of the FIQ-Syndicat des professionnelles en soins des Cantons-de-l'Est, whose career had just begun when the tragedy happened.

The four panelists reminded everyone just how traumatizing the event was all those years ago, when Quebec couldn't have imagined such a thing could occur. At a time when more women were attending university and joining the workforce,

this event came as a very violent wake-up call, explained Francine Pelletier. "We, as second wave feminists, had been naïve. There was a price to pay for being a feminist, the most horrible price you could imagine."

However, the anti-feminist nature of the massacre was denied for the 20 years that followed. "I am still kicking myself for not having said that it was a femicide right from the start," admitted Jacques Duchesneau. "It was so obvious and yet, it was another era and we didn't want to feed people's fear."

Nathalie Provost said that today, she strongly believes that we have a huge amount of work to do to give everyone equal opportunities. "In 30 years, we have learned a lot, but we live in a very hard world and the

same thing could happen tomorrow morning. We are still very fragile and we need to pay attention to our relationships with people."

Sophie Séguin mentioned that the FIQ takes status of women issues to heart, which distinguishes it from other labour organizations. "We must continue to wear the white ribbon, talk to our kids about it, and fight violence every day."

However, warns Francine Pelletier, changing structures and laws won't be enough. "The private, intimate relationship dynamics between men and women need to change. And that's much more difficult to do," she said, adding that to her, Marc Lépine is a precursor to the incel phenomenon, involuntary celibates who hate women. ■

The delegation commemorated the 14 young victims during the rose ceremony. A minute of silence was held in honour of their memory.

