

**Inspection Report under  
the Long-Term Care  
Homes Act, 2007**

**Rapport d'inspection en vertu  
de la Loi de 2007 sur les  
foyers de soins de longue  
durée**

**Long-Term Care Operations Division  
Long-Term Care Inspections Branch**

**Division des opérations relatives aux  
soins de longue durée  
Inspection de soins de longue durée**

Hamilton Service Area Office  
119 King Street West 11th Floor  
HAMILTON ON L8P 4Y7  
Telephone: (905) 546-8294  
Facsimile: (905) 546-8255

Bureau régional de services de  
Hamilton  
119, rue King Ouest 11<sup>ième</sup> étage  
HAMILTON ON L8P 4Y7  
Téléphone: (905) 546-8294  
Télécopieur: (905) 546-8255

**Amended Public Copy/Copie modifiée du rapport public**

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<b>Report Date(s)/ Date(s) du Rapport</b>	<b>Inspection No/ No de l'inspection</b>	<b>Log #/ No de registre</b>	<b>Type of Inspection / Genre d'inspection</b>
Apr 08, 2020	2019_546750_0019 (A1)	017691-19, 017943-19, 022110-19	Critical Incident System

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**Licensee/Titulaire de permis**

Revera Long Term Care Inc.  
5015 Spectrum Way, Suite 600 MISSISSAUGA ON L4W 0E4

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**Long-Term Care Home/Foyer de soins de longue durée**

Dover Cliffs  
501 St. George Street P.O. BOX 430 Port Dover ON N0A 1N0

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**Name of Inspector(s)/Nom de l'inspecteur ou des inspecteurs**

Amended by STACEY GUTHRIE (750) - (A1)

**Amended Inspection Summary/Résumé de l'inspection modifié**

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**This order has been closed due to the fact that this licensee is no longer responsible for the management of this long-term care home as of April 1, 2020.**

**The new licensee will be responsible to ensure compliance with the Long-Term Care Homes Act, 2007 as per the conditions of their licence.**

**Issued on this 8 th day of April, 2020 (A1)**

**Signature of Inspector(s)/Signature de l'inspecteur ou des inspecteurs**

**Original report signed by the inspector.**

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**Name of Inspector(s)/Nom de l'inspecteur ou des inspecteurs**

Amended by STACEY GUTHRIE (750) - (A1)

**Amended Inspection Summary/Résumé de l'inspection**

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**The purpose of this inspection was to conduct a Critical Incident System inspection.**

**This inspection was conducted on the following date(s): December 5, 6 and 10, 2019**

**The following intakes were completed during this critical incident inspection:**

**log#022110-19 related to the prevention of abuse and neglect**

**log#017943-19 related to the prevention of abuse and neglect, and**

**log#017691-19 related to the prevention of abuse and neglect.**

**During the course of the inspection, the inspector(s) spoke with the Administrator, Director of Care (DOC), registered practical nurses (RPN) personal support workers (PSW) and residents.**

**During the course of this inspection, the inspector observed the provisions of resident care, reviewed clinical health records, investigation notes, staffing schedules, meeting minutes, policies and procedures, and Critical Incident System (CIS) submissions.**

**The following Inspection Protocols were used during this inspection:  
Prevention of Abuse, Neglect and Retaliation**

**During the course of the original inspection, Non-Compliances were issued.**

**4 WN(s)  
3 VPC(s)  
1 CO(s)  
0 DR(s)  
0 WAO(s)**

**NON-COMPLIANCE / NON - RESPECT DES EXIGENCES**

<p>Legend</p> <p>WN – Written Notification VPC – Voluntary Plan of Correction DR – Director Referral CO – Compliance Order WAO – Work and Activity Order</p>	<p>Légende</p> <p>WN – Avis écrit VPC – Plan de redressement volontaire DR – Aiguillage au directeur CO – Ordre de conformité WAO – Ordres : travaux et activités</p>
<p>Non-compliance with requirements under the Long-Term Care Homes Act, 2007 (LTCHA) was found. (a requirement under the LTCHA includes the requirements contained in the items listed in the definition of "requirement under this Act" in subsection 2(1) of the LTCHA.)</p> <p>The following constitutes written notification of non-compliance under paragraph 1 of section 152 of the LTCHA.</p>	<p>Le non-respect des exigences de la Loi de 2007 sur les foyers de soins de longue durée (LFSLD) a été constaté. (une exigence de la loi comprend les exigences qui font partie des éléments énumérés dans la définition de « exigence prévue par la présente loi », au paragraphe 2(1) de la LFSLD.)</p> <p>Ce qui suit constitue un avis écrit de non-respect aux termes du paragraphe 1 de l'article 152 de la LFSLD.</p>

**WN #1: The Licensee has failed to comply with LTCHA, 2007 S.O. 2007, c.8, s. 8. Nursing and personal support services**

**Specifically failed to comply with the following:**

**s. 8. (3) Every licensee of a long-term care home shall ensure that at least one registered nurse who is both an employee of the licensee and a member of the regular nursing staff of the home is on duty and present in the home at all times, except as provided for in the regulations. 2007, c. 8, s. 8 (3).**

**Findings/Faits saillants :**

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1. The licensee failed to ensure that at least one registered nurse who was both an employee of the licensee and a member of the regular nursing staff of the home was on duty and present in the home at all times, except as provided for in the regulations.

A review of the home's registered nurse (RN) schedule from an identified date, until the completed inspection date, identified a determined number of shifts where an RN was not present in the building and instead identified as being on-call.

A review of the Dover Cliffs Staffing Plan for 2018-2019, identified a staffing plan for registered staff that included a list of plan/strategies to be taken to aid in filling RN shifts, which did not include an on-call process in the event that an RN was not available.

A review of Ontario Legislation 79/10 identified that in case of an emergency, which emergency was defined as "an unforeseen situation of a serious nature that prevents a registered nurse from getting to the long term care home", may the home have a registered nurse available by telephone.

In an interview with Administrator #100 and Director of Care (DOC) #101, they acknowledged that the home did use an on-call procedure when they exhausted all attempts to staff an RN in the home, which was not identified in their staffing plan. They confirmed that the staffing issues were not related to an emergency as defined in Ontario Regulation 79/10. They also confirmed that there were a determined number of shifts between an identified date, and the completed inspection date, when a registered nurse was not present in the home.

The home failed to ensure that at least one registered nurse was on duty and present in the home at all times. [s. 8. (3)]

***Additional Required Actions:***

**(A1)****The following order(s) have been rescinded / Le/les ordre(s) suivants ont été  
annulés: CO# 001**

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**WN #2: The Licensee has failed to comply with LTCHA, 2007 S.O. 2007, c.8, s.  
19. Duty to protect****Specifically failed to comply with the following:****s. 19. (1) Every licensee of a long-term care home shall protect residents from  
abuse by anyone and shall ensure that residents are not neglected by the  
licensee or staff. 2007, c. 8, s. 19 (1).****Findings/Faits saillants :**

The licensee failed to ensure that residents were protected from abuse by staff.

A review of critical incident (CI) log # 022110-19, reported alleged abuse involving resident #002 and Personal Support Worker (PSW) #106. The report involved two incidents with PSW #106 on an identified date. PSW #106 reported an interaction involving resident #002 causing PSW#106 to feel uncomfortable and this was reported to Registered Practical Nurse (RPN) #105. After the reported incident, PSW #106 was assisting resident #004 and PSW #107 and during that time, PSW #106 referred to resident #002 inappropriately in front of resident #004, PSW #107 and resident #002. PSW #107 reported this information to RPN #105 who reported it to the manager on call. Shortly afterwards, RPN #105 was approached by the registered nurse working at the time and resident #003 who reported that PSW #106 asked resident #003 to perform an inappropriate act towards resident #002. RPN #105 reported this additional information to the manager on call and during the second call, was directed to ask PSW #106 to leave the home.

Resident #002 was interviewed on a specified date during the inspection and recalled the incident involving PSW #106 assisting them, which startled the resident #002.

A review of resident #002's written plan of care was completed, a progress note, written by RPN #105 on an identified date, noting that PSW#106 reported feeling



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uncomfortable providing care for resident #002 after an incident and RPN #105 advised PSW #106 not to provide care. RPN#105 spoke with resident #002 and provided a different plan regarding their care.

In an interview with RPN #105 , they acknowledged that PSW #107 did report that PSW #106 referred to resident #002 inappropriately in front of resident #004 and resident #002. RPN #105 noted that they called the manager on call after reporting the incident to the registered nurse and the manager on-call indicated that they would deal with the situation the following day as they were short staffed. RPN #105 noted that they continued with their daily tasks and not too long after was approached by the registered nurse and resident #003, who wanted to report that PSW #106 had said asked resident #003 to perform an inappropriate task directed at resident #002. RPN #105 called the on-call manager again to report the second incident. RPN #105 acknowledged that during the second call, they were directed by the on-call manager to ask PSW #106 to leave the building, which they did immediately.

In an interview with Administrator #100, they acknowledged that the home did not remove PSW #106 from the home or the resident care area after the initial report of the staff member using inappropriate language. The Administrator #100 confirmed that both situations were inappropriate and met the definition of abuse.

The home failed to protect residents from abuse by staff.

***Additional Required Actions:***

***VPC - pursuant to the Long-Term Care Homes Act, 2007, S.O. 2007, c.8, s.152(2) the licensee is hereby requested to prepare a written plan of correction for achieving compliance the licensee shall protect residents from abuse by anyone and shall ensure that residents are not neglected by the licensee or staff, to be implemented voluntarily.***

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**WN #3: The Licensee has failed to comply with LTCHA, 2007 S.O. 2007, c.8, s. 20. Policy to promote zero tolerance**

**Specifically failed to comply with the following:**

**s. 20. (2) At a minimum, the policy to promote zero tolerance of abuse and neglect of residents,**

**(a) shall provide that abuse and neglect are not to be tolerated; 2007, c. 8, s. 20 (2).**

**(b) shall clearly set out what constitutes abuse and neglect; 2007, c. 8, s. 20 (2).**

**(c) shall provide for a program, that complies with the regulations, for preventing abuse and neglect; 2007, c. 8, s. 20 (2).**

**(d) shall contain an explanation of the duty under section 24 to make mandatory reports; 2007, c. 8, s. 20 (2).**

**(e) shall contain procedures for investigating and responding to alleged, suspected or witnessed abuse and neglect of residents; 2007, c. 8, s. 20 (2).**

**(f) shall set out the consequences for those who abuse or neglect residents; 2007, c. 8, s. 20 (2).**

**(g) shall comply with any requirements respecting the matters provided for in clauses (a) through (f) that are provided for in the regulations; and 2007, c. 8, s. 20 (2).**

**(h) shall deal with any additional matters as may be provided for in the regulations. 2007, c. 8, s. 20 (2).**

### **Findings/Faits saillants :**

1. The home failed to comply with the requirements set out in their Resident Non Abuse policy respecting the matters provided for in clause (f), shall set out the consequences for those who abuse or neglect residents, that are provided for in the regulation.

A review of the home's policy, ADMIN1-P10-ENT, Resident Non Abuse, reviewed date March 31, 2019, states "if there is any allegations towards a staff member, they will be suspended on administrative leave with pay immediately until an investigation is complete."

A review of the home's internal investigation notes found that resident #002, #003 and #004 and PSWs #106 and #102 were interviewed on an identified date; the day after the incident. The review identified that PSW #106, was reported by

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PSW#107, referred to resident #002 inappropriately while providing care to another resident. This incident was reported to the manager on call as per the home's policy and no further action was initiated. Subsequently, a short time after the first noted incident, PSW #106 was reported asking resident #003 to perform an inappropriate task involving resident #002. Following this incident, RPN #105 reported the second incident to the same manager on call and at that time, RPN #105 was directed to have PSW #106 leave the home.

In an interview, RPN #105 confirmed that two separate incidents involving PSW #106 were reported to them on an identified date. RPN #105 acknowledged that they reported the findings separately when they became aware to the manager on-call. RPN #105 confirmed that PSW #106 was not removed from the home following the first reported allegation of abuse.

In an interview with PSW #106, they expressed concern that the management did not complete any interviews with anyone involved with the incident on an identified date; they were called into the home, the day after the identified date, to discuss the incident with management.

In an interview with Administrator #100, they acknowledged that the home did not remove PSW #106 from the home or the resident care area after the initial report of alleged abuse.

The home failed to comply with the requirements set out in their Resident Non Abuse policy, when any allegations towards a staff member were reported, they will be suspended on administrative leave with pay immediately until an investigation is completed. [s. 20. (2)]

***Additional Required Actions:***

***VPC - pursuant to the Long-Term Care Homes Act, 2007, S.O. 2007, c.8, s.152(2) the licensee is hereby requested to prepare a written plan of correction for achieving compliance the licensee shall comply with any requirements of the policy to promote zero tolerance of abuse and neglect, respecting the matters provided for in clauses (a) through (f) that are provided for in the regulations, to be implemented voluntarily.***

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**WN #4: The Licensee has failed to comply with O.Reg 79/10, s. 212.  
Administrator**

**Specifically failed to comply with the following:**

**s. 212. (4) Subject to subsection (5), the licensee shall ensure that everyone hired as an Administrator after the coming into force of this section,**

**(a) has a post-secondary degree from a program that is a minimum of three years in duration, or a post-secondary diploma in health or social services from a program that is a minimum of two years in duration; O. Reg. 79/10, s. 212 (4).**

**(b) has at least three years working experience,**

**(i) in a managerial or supervisory capacity in the health or social services sector, or**

**(ii) in another managerial or supervisory capacity, if he or she has already successfully completed the course mentioned in clause (d); O. Reg. 79/10, s. 212 (4).**

**(c) has demonstrated leadership and communications skills; and O. Reg. 79/10, s. 212 (4).**

**(d) has successfully completed or, subject to subsection (6), is enrolled in, a program in long-term care home administration or management that is a minimum of 100 hours in duration of instruction time. O. Reg. 79/10, s. 212 (4).**

**Findings/Faits saillants :**

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1. The licensee failed to ensure that everyone hired as an administrator after the coming into force of this section, has a post-secondary degree from a program that is a minimum of three years in duration, or a post-secondary diploma in health or social services from a program that is a minimum of two years in duration.

Inspector #750 entered the home and was introduced to a new leadership team including an interim Executive Director (ED). Upon further discussion, the ED acknowledged that they have been an employee of the home for twelve years, and held another position for approximately five years, before filling the interim ED position about six months ago.

Inspector #750, inquired specifically about ED's education and training and ED confirmed that they are a trained personal support worker (PSW) with continuing education and have not attended a post-secondary degree program for a minimum of three years or a health or social services focus post secondary diploma program that is two years minimum in duration. [s. 212. (4) (a)]

***Additional Required Actions:***

***VPC - pursuant to the Long-Term Care Homes Act, 2007, S.O. 2007, c.8, s.152(2) the licensee is hereby requested to prepare a written plan of correction for achieving compliance the licensee shall ensure that everyone hired as an Administrator after the coming into force of this section, has a post secondary degree from a program that is a minimum of three years in duration, or a post secondary diploma in health and social services from a program that is a minimum of two years in duration, to be implemented voluntarily.***

**Issued on this 8 th day of April, 2020 (A1)**

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durée**

**Signature of Inspector(s)/Signature de l'inspecteur ou des inspecteurs**

**Original report signed by the inspector.**

**Order(s) of the Inspector**

Pursuant to section 153 and/or  
section 154 of the *Long-Term  
Care Homes Act, 2007*, S.O.  
2007, c. 8

**Ordre(s) de l'inspecteur**

Aux termes de l'article 153 et/ou de  
l'article 154 de la *Loi de 2007 sur les  
foyers de soins de longue durée*, L.O.  
2007, chap. 8

Long-Term Care Operations Division  
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soins de longue durée  
Inspection de soins de longue durée

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**Name of Inspector (ID #) /  
Nom de l'inspecteur (No) :** Amended by STACEY GUTHRIE (750) - (A1)

**Inspection No. /  
No de l'inspection :** 2019\_546750\_0019 (A1)

**Appeal/Dir# /  
Appel/Dir#:**

**Log No. /  
No de registre :** 017691-19, 017943-19, 022110-19 (A1)

**Type of Inspection /  
Genre d'inspection :** Critical Incident System

**Report Date(s) /  
Date(s) du Rapport :** Apr 08, 2020(A1)

**Licensee /  
Titulaire de permis :** Revera Long Term Care Inc.  
5015 Spectrum Way, Suite 600, MISSISSAUGA,  
ON, L4W-0E4

**LTC Home /  
Foyer de SLD :** Dover Cliffs  
501 St. George Street, P.O. BOX 430, Port Dover,  
ON, N0A-1N0

**Name of Administrator /  
Nom de l'administratrice  
ou de l'administrateur :** Tammy Deutsch

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**Order(s) of the Inspector**

Pursuant to section 153 and/or  
section 154 of the *Long-Term  
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2007, c. 8

**Ordre(s) de l'inspecteur**

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l'article 154 de la *Loi de 2007 sur les  
foyers de soins de longue durée*, L.O.  
2007, chap. 8

To Revera Long Term Care Inc., you are hereby required to comply with the following  
order(s) by the      date(s) set out below:



**Order(s) of the Inspector**

Pursuant to section 153 and/or  
section 154 of the *Long-Term  
Care Homes Act, 2007*, S.O.  
2007, c. 8

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**(A1)**

**The following order(s) have been rescinded / Le/les ordre(s) suivants ont été annulés:**

**Order # /** 001      **Order Type /** Compliance Orders, s. 153. (1) (a)  
**No d'ordre :**      **Genre d'ordre :**

**Linked to Existing Order/  
Lien vers ordre existant :**

**Pursuant to / Aux termes de :**

LTCHA, 2007 S.O. 2007, c.8, s. 8. (3) Every licensee of a long-term care home shall ensure that at least one registered nurse who is both an employee of the licensee and a member of the regular nursing staff of the home is on duty and present in the home at all times, except as provided for in the regulations. 2007, c. 8, s. 8 (3).

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l'article 154 de la *Loi de 2007 sur les  
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2007, chap. 8

**REVIEW/APPEAL INFORMATION**

TAKE NOTICE:

The Licensee has the right to request a review by the Director of this (these) Order(s) and to request that the Director stay this (these) Order(s) in accordance with section 163 of the Long-Term Care Homes Act, 2007.

The request for review by the Director must be made in writing and be served on the Director within 28 days from the day the order was served on the Licensee.

The written request for review must include,

- (a) the portions of the order in respect of which the review is requested;
- (b) any submissions that the Licensee wishes the Director to consider; and
- (c) an address for services for the Licensee.

The written request for review must be served personally, by registered mail, commercial courier or by fax upon:

Director  
c/o Appeals Coordinator  
Long-Term Care Inspections Branch  
Ministry of Long-Term Care  
1075 Bay Street, 11th Floor  
Toronto, ON M5S 2B1  
Fax: 416-327-7603

When service is made by registered mail, it is deemed to be made on the fifth day after the day of mailing, when service is made by a commercial courier it is deemed to be made on the second business day after the day the courier receives the document, and when service is made by fax, it is deemed to be made on the first business day after the day the fax is sent. If the Licensee is not served with written notice of the Director's decision within 28 days of receipt of the Licensee's request for review, this(these) Order(s) is(are) deemed to be confirmed by the Director and the Licensee is deemed to have been served with a copy of that decision on the expiry of the 28 day period.

The Licensee has the right to appeal the Director's decision on a request for review of an Inspector's Order(s) to the Health Services Appeal and Review Board (HSARB) in accordance with section 164 of the Long-Term Care Homes Act, 2007. The HSARB is an independent tribunal not connected with the Ministry. They are established by legislation to review matters concerning health care services. If the Licensee decides to request a hearing, the Licensee must, within 28 days of being served with the notice of the Director's decision, give a written notice of appeal to both:

**Order(s) of the Inspector**

Pursuant to section 153 and/or  
section 154 of the *Long-Term  
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2007, c. 8

**Ordre(s) de l'inspecteur**

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2007, chap. 8

Health Services Appeal and Review Board and the Director

Attention Registrar  
Health Services Appeal and Review Board  
151 Bloor Street West, 9th Floor  
Toronto, ON M5S 1S4

Director  
c/o Appeals Coordinator  
Long-Term Care Inspections Branch  
Ministry of Long-Term Care  
1075 Bay Street, 11th Floor  
Toronto, ON M5S 2B1  
Fax: 416-327-7603

Upon receipt, the HSARB will acknowledge your notice of appeal and will provide instructions regarding the appeal process. The Licensee may learn more about the HSARB on the website [www.hsarb.on.ca](http://www.hsarb.on.ca).

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2007, c. 8

**Ordre(s) de l'inspecteur**

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l'article 154 de la *Loi de 2007 sur les  
foyers de soins de longue durée*, L.O.  
2007, chap. 8

**RENSEIGNEMENTS RELATIFS AUX RÉEXAMENS DE DÉCISION ET AUX  
APPELS**

**PRENEZ AVIS :**

Le/la titulaire de permis a le droit de faire une demande de réexamen par le directeur de cet ordre ou de ces ordres, et de demander que le directeur suspende cet ordre ou ces ordres conformément à l'article 163 de la Loi de 2007 sur les foyers de soins de longue durée.

La demande au directeur doit être présentée par écrit et signifiée au directeur dans les 28 jours qui suivent la signification de l'ordre au/à la titulaire de permis.

La demande écrite doit comporter ce qui suit :

- a) les parties de l'ordre qui font l'objet de la demande de réexamen;
- b) les observations que le/la titulaire de permis souhaite que le directeur examine;
- c) l'adresse du/de la titulaire de permis aux fins de signification.

La demande de réexamen présentée par écrit doit être signifiée en personne, par courrier recommandé, par messagerie commerciale ou par télécopieur, au :

Directeur  
a/s du coordonnateur/de la coordonnatrice en matière d'appels  
Direction de l'inspection des foyers de soins de longue durée  
Ministère des Soins de longue durée  
1075, rue Bay, 11<sup>e</sup> étage  
Toronto ON M5S 2B1  
Télécopieur : 416-327-7603

**Order(s) of the Inspector**

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section 154 of the *Long-Term  
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foyers de soins de longue durée*, L.O.  
2007, chap. 8

Quand la signification est faite par courrier recommandé, elle est réputée être faite le cinquième jour qui suit le jour de l'envoi, quand la signification est faite par messagerie commerciale, elle est réputée être faite le deuxième jour ouvrable après le jour où la messagerie reçoit le document, et lorsque la signification est faite par télécopieur, elle est réputée être faite le premier jour ouvrable qui suit le jour de l'envoi de la télécopie. Si un avis écrit de la décision du directeur n'est pas signifié au/à la titulaire de permis dans les 28 jours de la réception de la demande de réexamen présentée par le/la titulaire de permis, cet ordre ou ces ordres sont réputés être confirmés par le directeur, et le/la titulaire de permis est réputé(e) avoir reçu une copie de la décision en question à l'expiration de ce délai.

Le/la titulaire de permis a le droit d'interjeter appel devant la Commission d'appel et de révision des services de santé (CARSS) de la décision du directeur relative à une demande de réexamen d'un ordre ou des ordres d'un inspecteur ou d'une inspectrice conformément à l'article 164 de la Loi de 2007 sur les foyers de soins de longue durée. La CARSS est un tribunal autonome qui n'a pas de lien avec le ministère. Elle est créée par la loi pour examiner les questions relatives aux services de santé. Si le/la titulaire décide de faire une demande d'audience, il ou elle doit, dans les 28 jours de la signification de l'avis de la décision du directeur, donner par écrit un avis d'appel à la fois à :

la Commission d'appel et de révision des services de santé et au directeur

À l'attention du/de la registrateur(e)  
Commission d'appel et de révision  
des services de santé  
151, rue Bloor Ouest, 9e étage  
Toronto ON M5S 1S4

Directeur  
a/s du coordonnateur/de la coordonnatrice en matière  
d'appels  
Direction de l'inspection des foyers de soins de longue durée  
Ministère des Soins de longue durée  
1075, rue Bay, 11e étage  
Toronto ON M5S 2B1  
Télécopieur : 416-327-7603

À la réception de votre avis d'appel, la CARSS en accusera réception et fournira des instructions relatives au processus d'appel. Le/la titulaire de permis peut en savoir davantage sur la CARSS sur le site Web [www.hsarb.on.ca](http://www.hsarb.on.ca).

**Issued on this 8 th day of April, 2020 (A1)**

**Signature of Inspector /  
Signature de l'inspecteur :**

**Name of Inspector /  
Nom de l'inspecteur :**

Amended by STACEY GUTHRIE (750) - (A1)

**Order(s) of the Inspector**

Pursuant to section 153 and/or  
section 154 of the *Long-Term  
Care Homes Act, 2007*, S.O.  
2007, c. 8

**Ordre(s) de l'inspecteur**

Aux termes de l'article 153 et/ou de  
l'article 154 de la *Loi de 2007 sur les  
foyers de soins de longue durée*, L.O.  
2007, chap. 8

**Service Area Office /  
Bureau régional de services :**

Hamilton Service Area Office