

CBHSSJB BoD Summary

December 7-8-9 2021

A scenic landscape featuring a calm lake reflecting the sky, surrounded by trees and a rocky shore. A large white circle is overlaid on the center of the image, containing the text "OFFICE OF THE CHAIRPERSON" in a bold, blue, sans-serif font.

**OFFICE OF THE
CHAIRPERSON**

JOINT CSB/CBHSSJB SPECIAL NEEDS CONFERENCE

- The Board was informed on a gathering for the parents of students with special needs being initiated by the Cree School Board. The CSB invites the CBHSSJB to partner with them in hosting this event.
- The event would be a conference, symposium, or similar form of meeting; most importantly, it will be a forum where the voices of parents of children with special needs will be heard, and where parents will gain information from experts about services and supports.
- The CSB is intending to hold this event some time in spring 2022.



M.O.U. Update from Chair and Steering Committee

- Following the submission of the proposed M.O.U. Agreement, the Ministry convened a meeting on December 6, 2021 with representatives of the CBHSSJB and designated Ministry representatives to discuss this process to revise the legislation framework of the CBHSSJB and particularly Chapter S-5, which will include a new model of health and social services delivery while incorporating the recognition of Nishiyuu Traditional Helping Methods in the legislation. The process will include the revision of the Youth Protection Act, a new regime with Cree values.
- Chairperson Bertie Wapachee sees an opportunity in this review process for a **name change** of the organization to ***Nishiyuu Health and Social Services***.



RESOLUTION OFFICER UPDATE

- The Board was updated on the activities of the Resolution Officer.
- The Resolution Officer helps resolve workplace conflict in a culturally safe manner, promoting equity, fairness and a safe, healthy work environment. The Resolution Officer will contact the concerned employee(s) the day after a complaint is received by email or phone call, with follow-ups continued at regular intervals.
- In addition, the Resolution Officer facilitates *Let's Reflect on Ourselves* training sessions as part of the sessions on Lateral Violence and Cultural Safety training. *Let's Reflect on Ourselves* training supports the *Policy to promote respect and to counter discrimination, harassment and violence in the workplace*.



Eeyou Tripartite Table

- Initial discussions between CNG, CSB and CBHSSJB Leadership took place at a meeting in Chisasibi on November 18, 2021 to discuss Capacity Building, PSSS Internship, Special Needs, Bill 96 among other items.
- **Declaration of 2022 as a Year for Special Needs in Eeyou Istchee**

It was agreed at this meeting to invite all Entities to focus on Year 2022 for Special Needs in EI and organize activities to that effect.



Special mentions

- Acknowledgement and Recognition of Employees Heroism

Acknowledge the effort of employees at Espresso for saving the life of a client.

- ACSSS Raymond Carignan Award of Excellence

Mr. St-Amour accepted the award on October 28, 2021, during a colloquium on digital transformation in healthcare, in the presence of Christian Dubé, Minister of Health. This award represents the Executive Director's many key accomplishments which include putting in place a shuttle service for the transportation of patients, reaching agreements to set up regional services such as Birthing Centres, Elders Homes, Land-Based Healing Lodge including his contribution to put measures in place during the pandemic to protect the population of Eeyou Istchee.



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**COMMITTEES OF
THE BOARD**

GOVERNANCE ADVISORY COMMITTEE

- **Legislative Framework Review Process**
- Following a request from the CBHSSJB, Christian Dubé, Ministère de la Santé et des Services Sociaux (MSSS), has agreed to the need to update and modernize the legislative framework governing the CBHSSJB, particularly Chapter S-5, the *Act respecting health and social services for Cree native persons*.
- The objective remains to have the M.O.U on a Process to Revise the Legislative Framework of the CBHSSJB signed as soon as possible between all parties.



VIGILANCE COMMITTEE

- **Quarterly Report**

- The Board reviewed the quarterly report from the Commissioners of Complaints and Quality Assurance. The report covers the period from July to September 2021.
- The report notes that this period saw 8 complaints (compared to 20 for the same period last year) and 17 requests for assistance. One complaint was forwarded to the medical examiner.
- The report identifies several strategies for improving quality of services, notably working with internal partners, restarting the quality work group with Wiichihiituwin, reviewing recommendations with management, and forming a new working group on Elder abuse.
- Finally, the report noted that the commissioners are continuing to work on the Code of Ethics, has held the first meeting with the Users Committee, began visiting communities and Espresso Hotel in September, and restarted training with Latitude.



COMMITTEE OF PHYSICIANS, DENTISTS AND PHARMACISTS (CPDP)

- **The Board voted to approve the renewal of practicing privileges for Physicians and Dentists**
- The practicing privileges for physicians who applied for renewal in the Departments of Medicine and Public Health have been approved from January 1, 2022, to December 31, 2024.
- Privileges for medical specialists were also approved conditionally, pending the necessary documentation.
- The practicing privileges for dentists in the Department of Dentistry who applied for renewal have also been approved from January 1, 2022, to December 31, 2024.
- Physicians and dentists are required to apply for the renewal of their practicing privileges in accord with the Act respecting health care and social services.



COUNCIL OF NURSES

- **Quarterly Report**

- The Council of Nurses submitted its quarterly report to the Board.
- The report provided a summary of the Emergency General Assembly held in August, and follow-up meetings with the DPSQA-Health, the Executive Director and Chairperson of the CBHSSJB.
- The focus of this assembly, and subsequent meetings, was on concerns that client care was being compromised during the nursing shortage crisis, as some programs were suspended and services reduced.
- A nursing Optimization Audit is currently being undertaken. This audit is intended to address some of these issues. A follow-up General Assembly will also be held.



HUMAN RESOURCES (HR) COMMITTEE

- **The Strategic Role of the Manager**

- The HR Committee outlined the strategic role of managers for the Board.
- As the health and social services network has become increasingly complex, the role of managers has changed, and they are positioned to influence behaviours and attitudes related to workplace performance. Almost 80% of a manager's responsibilities is related to managing individuals and teams.
- Consequently, it is important to have an effective process to identify and recruit managerial talent, and an appropriate support infrastructure, including coaching and mentoring, to help them develop the skills they require. A standardized approach to performance evaluation is also necessary.



HUMAN RESOURCES (HR) COMMITTEE

- **Pre-Departure Evaluation Team**

- The Pre-Departure Evaluation Team was established after the March 2020 announcement of COVID-19 sanitary measures. The Team provides information to CBHSSJB employees so they are aware of preventative measures & travel guidelines and understand what measures they must undertake when returning to Eeyou Istchee from travels outside the territory.
- From the formal announcement of the pandemic on March 13, 2020, to January 3, 2021, 1894 employees were reported returning to Eeyou Istchee.
- From January 4 to October 3, 2021, 2426 employees were reported returning to Eeyou Istchee.



HUMAN RESOURCES (HR) COMMITTEE

- **Collaboration with CBHSSJB Unions**

- The HR Committee provided a summary of its collaboration with CBHSSJB unions from 2017 to 2021.
- The collaborations, led by HR's Labour Relations Team, included a wide range of issues, including some related to the COVID-19 pandemic and consultations on different policies, procedures and initiatives.



HUMAN RESOURCES (HR) COMMITTEE

- **Health and Safety at CBHSSB**

- The Board was presented with a summary of health and safety data.
- This included data on salary insurance, CNESST claims, as well as data on the safe maternity program and the holistic ergonomics program.
- The presentation also provided an overview of ongoing projects.



HUMAN RESOURCES (HR) COMMITTEE

- **Reasons for Departure & Exit Interviews**

- The Board was presented with a summary of reasons for employees leaving the CBHSSJB between August 1 and October 22, 2021. There were 42 departures in this period.
- It also noted the difficulty in acquiring information from exit interviews, which have been conducted since 2018. However, many departing employees do not fill out forms or return phone calls upon leaving.
- In January 2022, the HR Committee will be implementing processes to get feedback from new employees, including a survey to assess satisfaction with welcoming & integration, their work, their team, and the general work environment.



AUDIT COMMITTEE

- **The Board voted to approve a line of credit from July 2014 to June 2022.**
- The line of credit with Financement Québec will address operating cash flow requirements. This is an extension of a line of credit in existence since July 2014



AUDIT COMMITTEE

- **The Board voted to approve the Quarterly Report AS-617 P6 for 2021-2022).**
- The CBHSSJB is obligated to maintain a balanced budget, which takes into account operating and fixed asset funds. The Quarterly Report shows a combined deficit of \$3,025,957, offset by an accumulated surplus of \$38,112,466.



AUDIT COMMITTEE

- **Accumulated Surplus & Enhanced Authorization Limit related to COVID-19.**
- The Board was updated on the CBHSSJB's accumulated surplus for 2021-22. This surplus will be allocated to the purchase of new medical equipment and midwifery equipment, transport vans for Wiichihiituwin, and kitchen equipment.
- The Board was also updated on costs associated with the enhanced authorization limit related to COVID-19 and to contracts more than \$100K. The former includes the cost for ventilation systems, IT equipment and a nutrition program.



COUNCIL OF MIDWIVES

- **Following recommendations from the Council of Midwives, the Board voted to approve midwife service contracts with Mariève Hémond and Maude Poulain.**
- These contracts run from November 20, 2021, to November 19, 2022, for Mariève Hémond, and from November 20, 2021, to May 20, 2022, for Maude Poulain.



RISK MANAGEMENT COMMITTEE

- **Report on First Meeting**

- The Board was updated on the first meeting of the Risk Management Committee on November 26, 2021.
- The Committee consists of Bertie Wapachee (Chair), Daniel St-Amour (ED), Stella Moar and Darlene Shecapio-Blacksmith (community representatives), Justin Ringer (risk manager) & Kimberly Bussieres (recording secretary and risk advisor).
- The update included information on incident/accident statistics, risk management workgroups, the CBHSSJB's risk management system, and the next steps of the committee.



A landscape photograph of a lake at sunset. The sky is a mix of light blue and soft orange. The water is calm, reflecting the sky. The foreground is a rocky, grassy bank with some autumn-colored plants. A large white circle is overlaid in the center of the image, containing the text "STANDING ITEMS" in a bold, blue, sans-serif font.

STANDING ITEMS

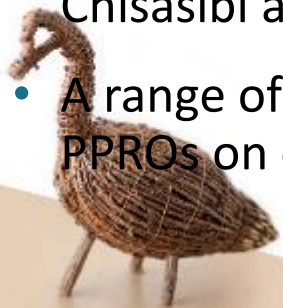
YOUTH PROTECTION UPDATE

- The Board received an update from the Director of Youth Protection outlining the PIJ data system used for “signalements” in youth protection.
- PIJ entries track files in each community. The first step with new files is to open the Evaluation and Orientation (E/O) stage. If the file is not closed at that level, it goes to Application of Measure (AM) stage.
- The update presented the total caseload as of November 1, 2021, as well as those cases at the E/O & AM stages and the measures ongoing with clients who have reached the age of majority.
- The PIJ modules also apply to a range of other services, including YCJA, adoption, foster care and youth healing.



MAANUUHIKUU UPDATE

- The Board was updated on a range of Maanuuhiikuu initiatives, including staff recruitment, general mental health services, Indian Residential School and MMIWGBM services, assorted files from PPROs, and Suicide Prevention.
- Maanuuhiikuu has recruited five psychologists, a therapist, two community/mental health workers, a social worker liaison, a PPRO for Mistissini, three art therapists and three mental health nurses.
- Intensive therapy services are on hold, although some are being carried out by telephone or videoconference. Therapists/psychologists (with one exception) continue to visit the communities.
- The IRS/MMIWGBM program continues to support families and has been involved in gatherings in Chisasibi and Whapmagoostui; it is recruiting a new coordinator.
- A range of updates were provided on the work of mental health nurses, Maanuuhiikuu HR, & PPROs on other Maanuuhiikuu initiatives.



MAANUUHIKUU UPDATE continued

- The Suicide Prevention initiative has organized trainings to support workers, workshops on suicide prevention, events for National Truth and Reconciliation Day and at schools to raise awareness about mental health. The team has also provided support to families affected by suicide. Next steps for this initiative were also presented, including discussions on a mental health/healing home plan of action, as well as preparations for further trainings, workshops and events.
- Finally, plans for seclusion rooms in CMCs continue to be developed and implemented. Construction will begin on the seclusion room in Mistissini in January; plans and specifications for the seclusion rooms in Nemaska, Waswanipi and Wemindji have been completed; early stages of preparation continue in Whapmagoostui, Ouje-Bougoumou and Eastmain.
- A mandate was given to Executive Director to ensure that mental health services are provided to the LGBT Community.



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CORPORATE SERVICES

NOMINATION OF MISTISSINI REPRESENTATIVE

- **The Board accepted the nomination of Christine Petawabano as the representative for Mistissini.**
- Ms Petawabano was re-elected by acclamation in Mistissini's October 4, 2021, election for the position and is appointed to the Board for a three-year term.





**GENERAL
MANAGEMENT**

CAPITAL PROJECTS UPDATE

- The Board was presented an overview of capital projects currently underway, including new constructions and major renovations.
- New constructions include the Regional Hospital, the 80-unit transit facility, the Healing Lodge the nine-bed mental health facility and the nine-bed group home in Chisasibi, Elders' Homes and Birthing Homes in Chisasibi, Mistissini and Waskaganish, the nine-bed special needs facility in Eastmain, three triplexes each in Ouje-Bougoumou and Waskaganish and a sixplex in Nemaska, and CMCs in Ouje-Bougoumou, Waskaganish and Whapmagootui.
- Major renovations include those to the current regional hospital in Chisasibi (including completed work in the pharmacy, the Wiichihiituwin trailer, the Birthing Room, the MD lounge, and ongoing or upcoming work in the hemodialysis unit, the laboratory and the dental facilities), the Ashuukin Elders Home project, and the regional sleep clinic and hemodialysis facility in Mistissini.
- Signage has also been renovated to include text and syllabics.



ᏍᏗᏲᏍᏔᏁᏍᏔ NITUTAAMH MICRO-LEARNING SERIES

- The Board was presented information on the ᏍᏗᏲᏍᏔ Nitutaamh Micro-Learning series (formerly CBHSSJB Core Concepts), an intensive three-day training program adapted from the Southcentral Foundation (SCF).
- ᏍᏗᏲᏍᏔ Nitutaamh aims to transform the organization by building relationships, establishing common language, encouraging effective dialogue, and helping leaders and employees walk beside each other and with those who come to seek support on their journey to wellness.
- The micro-learning series includes videos and job aids designed to further support the three-day intensive and in-person training.
- The series focuses on ways to build healthy relationships and create safe spaces.

Another trip is being plan to Southcentral Foundation in the new year that will include Chairperson and 2 new community representatives.



HEALTHCARE EXCELLENCE CANADA EXTRA Project

- The Board was provided information on Healthcare Excellence Canada's EXTRA project.
- Healthcare Excellence Canada (HEC) is a national organization aiming to improve healthcare for Canadians.
- The EXTRA program focuses on leadership development by providing **EX**ecutive **TR**Aining on leading and managing change in order to build organizational capacity, to enhance team capacity and to create a nation-wide community of health care leaders, all with the goal of continuously improving health care and developing a culture of excellence.
- Five CBHSSJB employees are EXTRA fellows: Christina Biron, Nora Bobbish, Helen B. Shecapio-Blacksmith, Janelle Dupuis, & Catherine Bessette. Their project focuses on improving strategies for managing care for pre-transplant kidney patients. This project will benefit clients as well as the EXTRA fellows, who are engaged in the professional development program; it will also build the CBHSSJB's capacity to lead and manage change to improve care and services.



CONGRATULATORY LETTER TO WEMINDJI

- The Cree Nation of Wemindji achieved a COVID vaccination rate of 99% of the eligible population. In recognition of this achievement, the Minister of Health and Social Services, Christian Dubé, sent a congratulatory letter to Christina Gilpin commending the efforts of the community and the CBHSSJB.

I want to personally commend you and everyone else in your organization for reaching this milestone, which is well above the rate for the province overall. Please pass on my appreciation to everyone in your community for making their health a priority.

Best regards,

Christian Dubé



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ADMINISTRATION

MAINTENANCE OF ASSETS 2022-2025

- **The Board voted to approve the Maintenance of Assets Plan for 2022-2025.**
- This plan covers the maintenance of four categories of assets: Buildings, minor functional renovations, medical equipment and non-medical equipment.



WIICHIITUWIN MANDATE

- The Board was informed of Wiichiituwin's updated mandate, following the Wiichiituwin retreat in May 2021.
- The update was prompted by the evolving needs of the population as well as the upcoming opening of the new hospital, changes in context caused by COVID-19, the broadening of the client base, and the need for greater understanding of Wiichiituwin both within and outside of the organization.
- The updated mandate adapted support for Cree outside Eeyou Istchee and partnerships with organizations supported homeless Cree in the south, and stronger partnerships with CMCs.
- The mandate suggests the use of the most inclusive approaches.
- Tools and procedures have been requested to ensure the security of clients and employees.



WIICHIHITUWIN USERS COMMITTEE UPDATE

- The Board was updated on the Wiichihituwin User's Committee activities with this first report of the Client Officer, Louis-Vincent Parent.
- The Client Officer explained his role. He assists patients leaving their communities, ensures services are up to standards, and addresses any issues that arise.
- Some service improvements are underway, addressing such things as food services as Hotel Espresso and response time between patients and staff.
- The Patient/Users Committee has been inactive for several years. The Client Officer has worked to rebuilt this committee. Two meetings have been held to nominate members and explain the goal of the committee. The Client Officer will work with the Committee to support it in fulfilling its objectives.



ASHTUM PROGRAM UPDATE

- The Board was updated on the Ashtum program in Wiichihiituwin.
- The Ashtum program aims to recruit Cree-speaking employees to work with Wiichihiituwin clients in the south. This will enrich the cultural and linguistic environment for clients and compensate somewhat for being removed from their communities.
- The program also allows for clients to return home to partake in cultural events.
- The program establishes the conditions of eligibility and provisions, as well as rights to premiums and benefits. It also provides support for employees moving to the south.



VAL D'OR FRIENDSHIP CENTRE AGREEMENT

- **The Board voted to authorize negotiations to reach a service delivery agreement with the Val d'Or Friendship Centre.**
- The Val d'Or Friendship Centre is planning the construction of a five-floor pavilion that includes 48 private rooms, a cafeteria, a community kitchen and community gathering spaces. The Val d'Or Friendship Centre has proposed an agreement with the CBHSSJB to support these construction plans and to meet accommodation needs of CBHSSJB patients.
- The agreement for culturally safe and appropriate services would include accommodation, meal services and security for CBHSSJB patients.



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MIYUPIMAATISIUN

PSYCHOSOCIAL SERVICES ACTION PLAN

- The Board was updated on the Wiichihiituwin Psychosocial Services Action Plan.
- The action plan aims to promote Miyupimaatisiun by braiding the Indigenous world views with clinical standards (in initiatives such as Robin's Nest, Elders' Wellness, etc), facilitating teaching and growth (through recruitment, retention, training, etc), honouring quality of care (file keeping, archives, statistics, quality assurance, etc) and building bridges to access care (suicide prevention, local and regional on-call, etc).
- Annual gatherings are planned for Chisasibi pole (January/February 2022) & Mistissini pole (March/April 2022); the Waskaganish pole gathering took place in November 2021.



ROBIN'S NEST ACTION PLAN UPDATE

- The Board was updated on the Robin's Nest action plan.
- Robin's Nest aims to ensure a safe haven for women and children, protecting them from domestic abuse and providing a healthy, empowering and respectful environment.
- The Action Plan addresses physical, emotional, mental and spiritual needs. Specific initiatives include (among others) a video campaign, development of policies and procedures, life coaching, Elders support, DYP and CNG protocol, data collection & safety infrastructure, communications, collaborations with educators, etc
- The Board was also updated on Robin's Nest admissions, personnel and finances.



FEDERAL PROGRAMS AMENDED AGREEMENT

- **The Board voted to authorize the Health Funding Consolidated Contribution Agreement 2020-2025.**
- This funding is provided by Indigenous Services Canada and supports a number of activities that have no alternative source of funding.



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NISHIIYUU

CULTURAL SAFETY UPDATE

- The Board was updated on Nishiiyuu's work ensuring Cultural Safety in the CBHSSJB. The work continues to support the intention of Joyce's Principle.
- The Cultural Safety Working Group has worked with Public Health on COVID and non-COVID material and documents, and has established partnerships within and outside the CBHSSJB. The group has also given presentation to local directors and to doctors and nurses, and has provided training to nurses, midwives, and CMCs.
- Nishiiyuu continues to work on building and maintaining cultural safe spaces through collaborations, trainings, developing materials for the Cultural Safety Toolbox and following up on requests.
- It is still in the plan to provide Cultural Safety Training to Security and other workers at Espresso Hotel.



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PIMUHTEHU

YOUTH HEALING SERVICES UPDATE

- The Board was provided an update on Youth Healing Services statistics.
- The update provided statistical information on the number of youth (male & female) with limitation of freedom or under intensive supervision, youth in isolation, detention or restraints, and summaries of data for the Reception Centre, Upaachikush Group Home and Weesapou Group Home.



RIVERVIEW DEVELOPMENT SERVICES AGREEMENT

- **The Board approved two service agreements with Riverview Development Services in Ottawa for the support of two clients with severe disabilities.**
- The specialized rehabilitation services and residential care required by these clients are not available in Eeyou Istchee. Once these facilities in specialized care are up and running, the clients will return to Eeyou. Hiring and Training of workers will be synched with the construction of these facilities.
- These agreements run until March 31, 2023.



PARKING LOT ITEMS

- Daycare Schedule– the Union will discuss this file with Labour Relations
- Communications Protocols: the line of communication will be clarified at the training session for members of the Board of Directors



NEXT REGULAR BOARD MEETING

MARCH 8-9-10, 2021

CHISASIBI





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