



CBHSSJB BoD Summary

8-9-10 March 2022

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**

Traditional Healers Retreat Update

The Board received updates on the recent Traditional Healers Retreat; the 2022 Traditional Gathering in the Fall; the Traditional Healers Protocol and the Traditional Healers Advisory Council.

The purpose of the retreat is to initiate a dialogue with traditional healers to learn how to best work with and support them, and aims to elicit feedback on the Traditional Healers protocol and Traditional Healers Advisory Council.

The protocol is intended to ensure the safe care of those seeking healing through traditional healing approaches, and aligns with Orientation 3 of the Strategic Regional Plan, which focuses on timely access to traditional medicine and land-based healing.

A Fall Gathering will take place at the end of August for Youth to experience traditional healing; the planning process will start soon. The process to formalize the Traditional Healers Advisory Council will also be initiated in the near future.



Strategic Regional Plan: Board Training/Consultation

The Board was given an orientation and a brief overview of its responsibilities related to the development and approval of the CBHSSJB next strategic regional plan (SRP) for 2023-29.

The CBHSSJB's governance policy #1 states that an SRP must be developed for a period of 6-10 years, revised regularly, and focused on the entire organization. The SRP determines where the organization is going, and whether it succeeds in getting there. The Board is responsible for determining the approach to developing the SRP, and eventually approving the SRP.

This training/consultation for the Board members is the first of a series of training/orientation that will be provided over a period of time.



Eeyou Tripartite Table

The Board was informed that at the initial meeting of the Eeyou Tripartite Table on November 2021, Year 2022 was declared as the Year of Special Needs, to bring awareness, and to hold a special needs conference to find ways and solutions to assist communities more in terms of Special Needs Services/Resources



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**COMMITTEES OF
THE BOARD**

Governance Advisory Committee: Proposed YPA Amendments

The Board was informed of proposed amendments of Quebec's Bill 15, *An Act to amend the Youth Protection Act and other legislative provisions*.

Some changes concern operational and financial impacts on the Cree Health Board. Others related to indigenous peoples. These changes could impact the CBHSSJB's autonomy in operating youth protection services for Cree youth. For instance, the proposed changes could allow a "National Director of Youth Protection" to remove a director of youth protection services and appoint another, without the input of the Cree Health Board.



Governance Advisory Committee: Proposed YPA Amendments continued

However, the proposed changes also include a preamble asserting that Indigenous persons are best suited to meeting the needs of their children, cultural safety is essential to Indigenous children, and any interventions must be sensitive to circumstances and characteristics of the community.

Further, Bill 15 provides that the Cree Nation Government and the CBHSSJB may conclude an agreement with the Government of Québec allowing for a special youth protection program specifically suited to Cree requirements and needs.



Governance Advisory Committee: Policy in CBHSSJB Health Funding Contribution

The Policy on Health Funding Contribution has been created to establish parameters and processes for the use of federal funds, which has increased significantly in the past 5 years.

In light of this, and following the recommendations of the Governance Advisory Committee, **the Board of Directors voted to approve the *Policy on Health Funding Contribution***. This policy takes effect on April 1, 2022.



Governance Advisory Committee: Policy on the Management of Restraint Measures

The Board voted to approve an amended *Policy on The Management and Monitoring Of Restraint Measures For Clients Of The Cree Board Of Health And Social Services Of James Bay*. This amendment takes effect immediately.

The original policy, known as the *Policy on the Management and Monitoring of Means of Control for Clients of the Cree Board of Health and Social Services of James Bay*, was approved in November 2019. The revised Policy uses more current terminology in the field of restraint measures and fosters an understanding of restraint measures in the context of historical trauma and trauma-informed care.



Vigilance Committee: Quarterly Report

The Board received the Quarterly Report of the Commissioners of Complaints and Quality Assurance, covering the period from October 1 to December 31, 2021. The report noted nine complaints received in this period, as well as 18 requests for assistance. One complaint was referred to the Medical Examiner.

The presentation also described the commissioners' activities, including ongoing work on Revising the Code of Ethics 2016, entering files into the SIGPAQS Ministry stats, participating in Latitude Training, and other activities.



Council of Physicians, Dentists and Pharmacists: nominations

The Board approved the nominations and granting or renewal of privileges, or change in status, to the following physicians:

Dr. Roman Tarnavskiy, family physician

Dr. Vanessa Bombay, family physician

Dr. Pascale Fugere, family physician

Dr. Austin Gagne, family physician

Dr. Louis Youri Blais Element, family physician

Dr. Marie-Carman Berlie, family physician

Dr. Giuseppina Di Meglio, Pediatrician

Dr. Ling Yuan Kong, Medical Microbiology

Dr. Yanka Mihaylova, Medical Biochemistry

Dr. Sabrina Provost, Child and Adolescent Psychiatry

Dr. Audrey Lafontaine, Pediatrics



The Board also voted to accept the resignation of Dr. Wassim Mekideche, effective as of February 27, 2022.

Council of Nurses

The Council of Nurses and the DPSQA-Health deposited their Quarterly Report to the Board of Directors.

The report summarized the responsibilities of the Council of Nurses to the Board of Directors and to the Executive Director. It also outlined future plans, including the development of an action plan for 2022-23, resuming regular meetings (disrupted by COVID and the nursing shortage), and carrying out a survey of nurses, as a follow-up to the 2021 union survey.

In addition, the DPSQA-Health provided an update on the Optimization Audit, which saw 8 communities visited between September and November 2021. Communities will be visited again, and meetings held with the Council of Nurses.



Human Resources Committee: Health & Safety Update

The Health and Safety Office of the Human Resources (HR) Department provided an update on their statistics related to salary insurance and COVID-19 omicron variant infections.

The statistics indicate 65% of health and safety insurance claims are related to mental health issues; a decrease from November 2021 at 73%; the second-largest category, at 14%, was musculo-skeletal issues.



HR Committee: Special Measures Update

The Board received an update on special measures, such as lump sums paid to employees adopted to recruit, retain and support employees. To benefit from one of the financial packages offered by the CBHSSJB, employees must formally commit to working full time for a minimum of one year; 146 employees (of 369) have signed thus far, and signing remains open until March 31, 2022.

A 14% special allowance is also offered to incumbent (not interim) managers who supervise nurses; this benefit applies to 24 managers.



HR Committee: HR Dashboard Organizational Overview

The Board was updated on the HR Dashboard, with a focus on what material the dashboard represents and what information it can measure. The Dashboard shows Staffing, Recruitment and Retention, and Workforce Wellness, providing a portrait of the organization, its departments, etc.

Managers can view such information as number of employees, gender breakdown of employees, ratio of Indigenous employees, staff turnover, potential leaves, salary insurance claims, potential parental leaves, and so forth. This information will allow them to act to address issues, encourage successful practices, and so forth.



HR Committee: Talent Development Program

The update on the Talent Development Program summarized 2021's Cree Succession leadership initiatives. The program has seen 64 participants in two cohorts. Of these, 57 are JBNQA beneficiaries, three are Indigenous but not JBNQA beneficiaries, and 4 are non-Indigenous. In addition, 35 are currently managers.

The update also provided an overview of the talent development program tools as well as some of the challenges faced by the program and their potential solutions.



Audit Committee: Updates on December Items

The Audit Committee provided an update on items discussed at the December Board meeting, focusing on discrepancies in budgets versus revenues over the past ten years. These discrepancies result from identifiable sources, including specific allocations such as CNIHB and user fees, the development fund, capital expenditures, other non-recurring sources of funding and new salary measures.



Audit Committee: Call for Tender for External Auditor

The Board was updated on the call for tender for an external auditor. This public call for tender will be launched this summer, and seeks an auditor with experience in the health sector and with First Nations organizations, among other criteria.

The current mandate is held by RCGT, whose initial one-year contract also included the option for three further years (2018-19 to 2021-22).



Audit Committee: List of Contracts update

The Audit Committee updated the board on the list of contracts over \$100K. There were 42 contracts falling into this category.



Audit Committee: 2022-23 Budget Process

The Board was provided an overview of the 2022-23 Budget Process. A working group formed by the Executive Director, the Assistant Executive Director Administration, and the Director Financial Resources will set the budget parameters and objectives of income and expenditure to guide the development of the draft budget.

The budget must be based on a clearly defined strategic plan, it must involve extensive collaboration with stakeholders, and it must be monitored on an ongoing basis.

The Budget will be brought before the Board for approval in June 2022 and will be distributed to managers after receiving this approval.



Audit Committee: Procurement Mandate

The Board was given an overview of the procurement mandate. Since the purchasing policy needs to be updated, the Executive Director suggested an audit of each CMC with respect to the procedures. This will consist of evaluating if the controls governing the purchasing of goods and/or services are operating effectively and in accordance with the Delegation of Authorities and Expense Management Policy.

The procurement mandate will be carried by BDO, internal auditor.



Council of Midwives: Midwife Contracts

The Board voted to approve Mariève Hémon and Maude Poulin as midwives on a temporary full-time basis, and Mayou Soulière and Lucy Mayrand on a temporary part-time basis.

All contracts began on February 4, 2022; those for Soulière and Mayrand run until February 4, 2025, while Hémon's runs to May 30, 2023, and Poulin's to October 31, 2022.



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 "CORPORATE SERVICES" in a bold, blue, sans-serif font.

**CORPORATE
SERVICES**

Schedule of Meetings

The Board reviewed the 2022-23 schedule of meetings for the Board of Directors and its committees: the Administration/Human Resources Committee, the Governance Advisory Committee, the Audit Committee, the Risk Management Committee, and the Vigilance Committee.

Regular meetings of the Board are scheduled for June 14-16, 2022 (Mont Tremblant); September 13-15, 2022 (Virtual); December 6-8, 2022 (Montreal); and March 7-9, 2023 (Waskaganish).



New Wemindji Representative

The Board voted to accept Teresa Danyluk as the representative for Wemindji. Her election by acclamation was confirmed by the Returning Officer on February 23, 2022.

She replaces April Georgekish, who submitted her letter of resignation on October 29, 2021.



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

Working Together to Empower Youth & Families update

The Board received an update on the Working Together to Empower Youth and Families pilot project. The project has three focus areas – strengthening front lines, implementing recommendations from the Youth Protection audit, and developing community resources. This update considered the community resources aspect.

Through collaboration with partners, the working group has identified priorities such as building parenting skills through a nurturing program that offers support services to pregnant women and parents of young children.

In addition, the team has collaborated with the Cree School Board to develop programs (interrupted due to COVID-19) such as the Breakfast Club and initiatives to identify mental health needs, and will be developing afterschool programs.



WESC [Mental Health] update

The Board was updated on the activities of the Wiichihiiwaaauwin Emergency Steering Committee (WESC), which brings together representatives from across the CBHSSJB to collaborate on coordinating efforts around psychosocial and mental health emergency response. The committee also promotes mental health and self-care, supports the mental health of CBHSSJB employees, and is building community partnerships.





**GENERAL
MANAGEMENT**

Executive Director's Mandates and Capital Projects Update

The Board received updates on the Executive Director's mandates from the December Board meeting and on capital projects. These include

- the regional hospital, 80-unit transit facility, healing lodge, 9-bed mental health facility and 9-bed group home in Chisasibi;
- the Elders homes and birthing homes in Chisasibi, Mistissini and Waskaganish;
- the special needs facility in Eastmain;
- six triplexes and one sixplex in Oujé-Bougoumou, Nemaska and Waskaganish
- a 40-unit transit facility in Waskaganish
- CMCs in Oujé-Bougoumou, Waskaganish and Whapmagoostui



Capital Projects Update continued

The Capital Projects update also included updates on major renovations, including those to

- the regional hospital in Chisasibi
- the Ashuukin Elders Home project in Waswanipi
- the regional sleep clinic and hemodialysis facilities in Mistissini and Waskaganish
- RFP are available for the 2SLGBTQ+ community to submit proposals



Postings for Directors of Healing Lodge, Elders Home, SAPA

Three directors' positions have been approved by MSSS for the Healing Lodge, the Elders Home, and the SAPA (Support program for Autonomy of Seniors). The Board was updated on these positions.

The Healing Lodge Director position was posted in September 2021 and two qualified applicants were interviewed. Laura Bearskin was nominated on February 22, 2022 for the position and begins on March 14 2022.

The roles and responsibilities of the other positions have been defined and postings for these positions are being finalized.



Authorization for Out-of-Country Travel

The CBHSSJB is sending ten individuals to the SouthCentral Foundation in Alaska for a site visit to study the Integrated Care Team (ICT) primary care model and clinic design, and to participate in Nuka Core Concepts Training.

These ten individuals will represent ten departments or units within the CBHSSJB. **The Board voted to approve the out-of-country travel for these ten department/unit representatives to study the ICT model and clinic design, and to participate in Nuka Core Concepts Training.**



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ADMINISTRATION

Planning and Construction of 40-Unit Transit Facilities

The Board voted to approve the planning and construction of two 40-unit transit facilities. These facilities will be in Waskaganish and Mistissini.



Lease Agreement with Whapmagoostui for Office Space

The Board voted to approve a lease agreement with the First Nation of Whapmagoostui for office space at 405 Gakw Street in Whapmagoostui.

The old lease expired December 31, 2020; the new lease runs from January 1, 2021, to March 31, 2022. The agreement is renewed automatically for one year unless either party gives a twelve-month notice of their intention not to renew.



Patient Lodging in Montreal

The Board received information on plans concerning lodging for patients in Montreal. This process has involved determining the criteria for this lodging, identifying (and, in some cases, visiting) possible sites, and preparing requests for proposals.

The invitation for proposals will be posted for 28 days on the SEAO website with deadline to receive proposal late April and meetings with potential bidders held in May. The successful bid will be selected in August, and in September a five-year lease will be presented to the Board for approval. The lease with Hotel Espresso terminates on July 31, 2023.



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MIYUPIMAATISIUN

MSDC Vision Update

The Board was updated on the Multi Service Day Centre (MSDC) vision. MSDCs have experienced a dramatic disruption of their activities during the COVID-19 pandemic, which has demonstrated how essential these facilities are for their communities and has also highlighted the need for a new vision for MSDCs.

This vision will focus on the creation of a holistic, activity-based community hub, which will include community outreach, traditional activities to promote wellness, and access to professionals in an open door/open space approach.

Carrying out this vision will involve creating holistic open-access programming, developing a communication plan, and building local partnerships with artists and traditional knowledge holders.



Wiichihiiwaauiwin On-Call Services Update

The Board received an update on the Wiichihiiwaauiwin 24/7 helpline, implemented regionally in March 2020 and locally beginning in fall 2020 and continuing through 2021. The helpline aims to offer the Cree population access to a short-term phone or in-person intervention in a free, confidential and safe manner. It also provides an alternative means for accessing services, as users of the helpline can be referred to appropriate services.

The board viewed statistics summarizing the use of the helpline by community and by the nature of the help required; these statistics also indicated the resolutions provided in response to helpline requests. An action plan and proposed structure for continuing development of the helpline services was also presented.



Retention Pilot Project for Whapmagoostui

The Board was informed on the program incentives to enhance working conditions and benefits for permanent full-time employees as a pilot project in Whapmagoostui to promote hiring and increase retention.



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NISHIIYUU

Updates

The report on the Optimization Audit for Nishiiyuu for will be tabled at a special meeting of the Board . An update on Cultural Safety was deferred to a later Board meeting.



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PIMUHTEHU

Service Agreement for Placements

The Board approved service agreements for placements for eight clients with complex disability profiles who require specialized rehabilitation and residential services not available in Eeyou Istchee. These agreements include

- Four service agreements with Partners in Parenting, based in the Ottawa area;
- Two service agreements with Main Street Community Services, based in Kanata;
- One service agreement with Riverview Developmental Services, based in the Ottawa region;
- One service agreement with Residence Leonard, based in the Orleans (ON) area.

All agreements run from April 1, 2022, to March 31, 2024.



NEXT REGULAR BOARD MEETING

June 14-15-16

Montreal





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