



# CBHSSJB Board of Directors Summary

Dec 12-13-14 2023

Le Nouvel Hotel

Montreal

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**



# Resolution Officer Quarterly Report

The Board was updated on the activities of the Resolution Officer since the regular Board of Directors meeting in September. The Resolution Officer aims to assist “individuals, families and communities strive to achieve Miyupimaatisiun reflective of Nishiiyuu” by facilitating conflict resolutions.

The Resolution Officer received 13 requests from employers to address issues and presented the Board with a summary of his efforts to resolve these conflicts. In addition, the Resolution Officer attended Ombudsman/Resolution Officer training from September 25-29, 2023, in Toronto. Let’s Reflect On Ourselves training scheduled for the Human Resources Department in September has been deferred to 2024, but training was delivered to the Pharmacy department and further trainings are scheduled for the new year.



# Revival of Cree Summer Games

**The Board of Directors approved a request for financial support to help revive the Cree Summer Games.**

The Cree Summer Games have not been held for the past ten years, but a groundswell of support has led to their revival for summer 2024. In a letter to the CBHSSJB, the Eeyou Istchee Sports and Recreation Association stressed the mental and physical health benefits of the kinds of athletic activity promoted by the games. The Association also noted the capacity of the games to strengthen cultural identity and to nurture Miyupimaatisiun, helping to build a strong Cree Nation.



# Cree Youth Protection Commission Update

The Board was updated on the activities of the Cree Youth Protection Commission, which was launched internally in April 2023 and officially in September 2023.

From April through August the Commission carried out internal consultations in all communities except for Whapmagoostui, meeting with CMCs, Youth Healing Services, Youth Protection, Human Resources and Wîchihîtuwin; a total of 302 individuals were met in this process. The Commission provided initial recommendations to the Board concerning YHS Mistissini last June 2023.



# Cree Youth Protection Commission Update continued

The Commission has begun external consultations, completing them in Mistissini, Eastmain and Nemaska. Consultations involved the EEPF; Chief, Council and Directors; DOCJS; YP users; foster parents; the Youth Council; schools & daycares; various other local committees and organizations; and the general public. These consultations involved 253 individuals.

Consultations in the remaining six communities will take place from January through March 2024.



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 "COMMITTEES OF THE BOARD" in a bold, blue, sans-serif font.

**COMMITTEES OF  
THE BOARD**



# Vigilance Committee: Commissioners of Complaints and Quality Assurance Quarterly Report

The Commissioners of Complaints and Quality Assurance presented their quarterly report to the Board. The report covered the period from July 1 to September 30, 2023. This period saw 54 files opened, of which five were complaints, 32 were requests for assistance, three were consultations and 14 were interventions. The report went on to break down the nature of the complaints, the communities affected, and whether the complaints were resolved.

In addition the Commissioners visited two communities with the Youth Commission and one community on their own. They are collaborating with the Communications team to update the website and continue monthly meetings with the Regional Commissioner as well as regular meetings with the Executive Director. Finally, they have begun entering files into SIGPAQS (Système intégré de gestion des plaints et amélioration de la qualité des services).





## Council of Physicians, Dentists and Pharmacists (CPDP): Nominations of Physicians and Dentists

Following the recommendations of the CPDP's Executive Council, **the Board voted to approve nominations and changes in status for physicians and dentists in Eeyou Istchee.**

**Dr. Jacob Kleiman** and **Dr. Nacin Kerouch** were approved to practice in Eeyou Istchee as active members and permanent part-time occasional family physicians. Both nominations are valid to 31 December 2024.

**Dr. Andréanne Couture** and **Dr. Geneviève Bois** changed status from active members & permanent full-time family physicians to active members & permanent half-time family physicians in the Department Medicine, both valid through to 31 December 2024.

The Board accepted the resignation of **Dr. Lynn El Zir**, effective October 15, 2023.



## Council of Physicians, Dentists and Pharmacists (CPDP): Nominations of Physicians and Dentists continued

The Board approved **Dr. Sonia Caridad le Gal** as associate member and dermatologist in the Dept of Medicine as well as **Dr James Johnston** and **Dr. Philippe Sylvestre** as associate members and pediatricians in the Dept of Medicine.

The Board approved the following as associate members and replacement dentists in the Dept of Dentistry, valid through to 31 December 2024: **Dr. Anna Maria Turcanu, Dr. Aris Fodil, Dr. Marise Samaan, Dr. Madeline Laperrière, Dr. Marc Dansereau, and Dr. Miriam Feldman.**



# CPDP: Change of RAMQ Signatories

**The Board approved a new list of physicians and dentists identified as Régie de l'assurance maladie du Québec (RAMQ) signatories and as signatories for Institution 94183.** The list needed updating as some physicians & dentists have the CBHSSJB and there have been changes in leadership roles.

The following current signatories retained their privileges as RAMQ signatories:

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|--|---|
| 1. Dr. Rosy Khurana (Mistissini, 94183)                                  | 8. Dr. Kevin Brousseau (Oujé-Bougoumou)         |
| 2. Dr. Carole Laforest (Chief of Medicine, all communities & facilities) | 9. Dr. Maggie Odell (Chisasibi & Public Health) |
| 3. Dr. Michael Lefson (All communities & facilities)                     | 10. Dr. Alain Poirier, Public Health            |
| 4. Dr. Lucie Papineau (Chief of Dentistry, all communities & facilities) | 11. Dr. Colleen Fuller, Public Health           |
| 5. Dr. Guillaume Groleau (Whapmagoostui)                                 | 12. Dr. Ivan Serwadda (Eastmain)                |
| 6. Dr. Garud Iyengar (Nemaska, Mistissini)                               | 13. Dr. Bernard Reid (Waskaganish)              |
| 7. Dr. Robert Tremblay (Chisasibi, 94183)                                | 14. Dr. Fhameeda Adam (Waswanipi)               |





# CPDP: Change of RAMQ Signatories continued

The following physicians and dentists have been added to the list of approved RAMQ signatories:

1. Dr. François Prevost (DMAS & all facilities and communities)
2. Ms. Maryse Gionet (Assistant DMAS & Minnie's Hope)
3. Dr. Carole Laforest (Minnie's Hope & 95192)
4. Dr. Genevieve Bois (Whapmagoostui)
5. Dr. Sina Rusta-Sallehy (Chisasibi)
6. Dr. Kim Lan St-Pierre (Wemindji)
7. Dr. Sandrine Filiatrault (Wemindji)
8. Dr. Ivan Serwadda (Eastmain)
9. Dr. Evan Snow (Waskaganish)
10. Dr. Bernard Reid (Waskaganish)
11. Dr. Nicholas Scarborough (Waskaganish)
12. Dr. Wesley Cote (Nemaska)
13. Dr. Nadia Waterman (Waswanipi)
14. Dr. Fhameeda Adam (Waswanipi)
15. Dr. Andréanne Couture (Waswanipi)



# Continued

The Board approved the following physicians as signatories for Institution 94183 (region 18):

<ol style="list-style-type: none"><li>1. Dr. François Prevost</li><li>2. Dr. Michael Lefson</li><li>3. Dr. Rosy Khurana</li><li>4. Dr. Robert Tremblay</li></ol>	<ol style="list-style-type: none"><li>5. Dr. Carole Laforest</li><li>6. Dr. Alain Poirier</li><li>7. Dr. Maggie Odell</li><li>8. Dr. Colleen Fuller</li></ol>
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# **CMDP 2023 Annual General Assembly**

The CMDP 2023 Annual General Assembly took place in Chisasibi, on October 20-22, 2023 and it was well received after four years of virtual AGAs during Covid. This annual meeting is helpful for physicians to come together, exchange and support one another.



# Council of Nurses: Quarterly Report

The Quarterly Report from the Council of Nurses focused on ongoing projects & initiatives:

All nine communities have been surveyed for the chronic disease **Evaluation of Care project**; data analysis and recommendations will follow.

The new **Communications Team** is currently determining the best methods of communication within the Council of Nurses.

The **Therapeutic Guide** undergoes regular review; a new ophthalmology chapter is currently being reviewed.

**By-Law Modifications** include LPN representation.

A **Budget Proposal** is being drafted to compensate for time spent in Council work.

**Elections for three Council positions** – Regional Hospital Centre representative, Cree Beneficiary representative & Regional Services representative – will be held in April 2024.



# Human Resources (HR) Committee: Health & Safety Data

The Board was updated on health and safety data for period 7 (Sept 10 to Oct 7, 2023). The report delivered information on salary insurance claims; most claims are related to mental health (152), medical (29) and musculoskeletal (26) issues. Of 223 active files, 189 are in full work stoppage, 25 on progressive returns, and nine on light duties.

A new pilot in Mistissini, the Tele-Cognitive Behaviour Therapy (TeleCBT) project, began on September 3<sup>rd</sup>. Currently 29 cases have been referred to the pilot project.

The Board was also updated on CNESST claims (nine active files) and the Safe Maternity program (18 active files).

Finally, the presentation noted that there have been 276 files open for COVID cases between April 1 and October 31, 2023.



# HR Committee: HR Organizational Overview Highlights

The Board was presented with an organizational overview. This information is summarized on HR dashboards.

The staffing dashboard identifies numbers of staff at any given time, and can break staff numbers by indigeneity, gender, age, department, community and other identifiers. For instance, the dashboard reveals that the median age of employees is 39 years, and that Miyupimaatisiun is the department with the most employees.

For recruitment and retention, the Board was presented with information on how many employees have left the organization between April 1 and September 30, 2023, what positions they occupied, and their reasons for doing so.

Finally, the Board was apprised of filled and vacant positions as of September 30, 2023.





# HR Committee: Performance Improvement Continuum

The Board was updated on the CBHSSJB's performance improvement continuum and learning initiatives. This initiative is structured such that employees and managers begin their position in a probationary period, which involves planning and defining objectives and expectations. This is followed by performance reviews/evaluations midway through and at the end of the probationary period.

The criteria for these evaluations is clearly defined and shared with employee and supervisor. After this period, a personal development plan is devised to support professional growth and improve performance. The entire process involves the active participation by the employee, the employee's immediate supervisor, and the Human Resources team.



# Audit Committee:

The Audit Committee updated the Board on 2023-2024 accumulated surpluses, the list of contracts over \$100,000 for 2023-2024, and the financial impacts of the 2023 forest fires.

Some of the accumulated surplus is allocated to the purchase of new medical and midwifery equipment, transport vans for Wiichihiituwin, and kitchen equipment.

The forest fire audit noted that expenses directly related to the forest fires amounted to over \$4.7 million. The transportation of patients and medevac account for over 60% of this total. Other expenses include overtime salaries, accommodations, medical supplies and other services purchased.

These costs have been submitted to provincial and federal governments and are being reviewed.



# Risk Management Committee I/A Reports

The Risk Management Committee presented incident/accident (I/A) statistics for the period from April 1 to November 4, 2023.

The update noted that incident/accident reports rose compared to the same period in the previous year. The greatest number of these I/A reports involved the laboratory, with medication reports being second. Of 589 events reported, two are being investigated by the Risk Management Team as they may have resulted in significant consequences for clients' health and well-being.



# Risk Management Activities

The Risk Management team facilitates seven working groups that meet monthly to address risk management issues ranging from medical evacuations and biomedical waste to medical archives and fall prevention & management. The team is also migrating to an updated I/A reporting platform in January 2024 and is looking to recruit an Administrative Process Specialist and a Risk Management Coordinator.







**GENERAL  
MANAGEMENT**



# MOU Youth Centre Acquisition in Chisasibi

The Board was updated on a Memorandum of Understanding (MOU) with the Cree Nation of Chisasibi regarding the acquisition of the Youth Centre Facility in that community. The directive is given to Executive Director to continue with discussions in this regard.



# La Grand Alliance

The Board was presented with a comprehensive update of the feasibility studies concerning the proposed “Grand Alliance” infrastructure development program. This Cree-led vision of development in Eeyou Istchee will be proposed to the government of Quebec.

The infrastructure proposal is considering transportation development in the north, including air, rail and road. The various feasibility studies focus on impacts on Cree culture, community health, and the environment, as well as social and economic impacts and benefits.



# Strategic Regional Plan

**The Board voted to approve the 2023-2030 Strategic Regional Plan.**

This SRP has been developed through an extensive consultation and prioritization process, and it identifies the orientations and goals to be achieved by the CBHSSJB in the coming years. The SRP also provides the foundation for negotiating the new 2024-2030 Health Funding Agreement between the CBHSSJB, the CNG, and the MSSS.

The 2023-30 SRP consists of four orientations: Cree Culture and Autonomy; Health and Well-being; Access and Quality; and Nurturing and Growth. It also identifies objectives supporting these orientations.



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 word "ADMINISTRATION" in bold, blue, uppercase letters.

# **ADMINISTRATION**

# Maintenance of Assets Plans 2024-2027

**The Board approved the Maintenance of Assets (MOA) Plans for 2024-2027.** This plan reflects the needs and allocations of funding to maintain a range of assets. These assets include buildings, along with minor functional renovations to buildings, as well as medical, non-medical and other equipment. The main MOA funding is provided through an agreement with the MSSS. Further support is provided through a fund specifically for new residential housing, which covers new residential furniture and renovations to new residential housing.





# Centralized Client Lodging in Montreal

The Board was updated on centralized long-term client lodging with Espresso Services in Montreal.

On January 25<sup>th</sup> a meeting will be held with long-term clients to discuss some important changes to services, including an increase in the number of visits, an exploration of options provided by other establishments in February, an increase in the meal allowance, and two Licensed Practical Nurses on site at Espresso.

In addition, the Board was informed that three new positions will be posted (nutritionist, liaison nurse for transplants, and recreational activities technician), a quality of services survey is scheduled for January, and some rooms will be renovated to be more Elder-friendly.



# Wiichihiituwin Optimization Audit

The Board received the first report on the Wiichihiituwin Optimization Audit. The report defined the mission of this audit as being “to understand whether the internal processes and activities...are working appropriately and effectively to provide the best possible services...” The audit was broken down into four main sections, with comments provided for each one:

- Wiichihiituwin’s Mission
- Policies and Procedures
- Relations with Partners
- Services for New Beneficiaries

The update concluded by presenting the audit’s next steps, which involve identifying opportunities, identifying performance indicators, and working on defining the mandate and objectives to improve quality of services.



# Communication Plan for Physician Assistants

The Board was updated on the communication plan for physician assistants (PAs). The CBHSSJB has been authorized by the MSSS to hire PAs, who are integrated into the health care services in other provinces, but not yet in Quebec. The CBHSSJB is leading a history-making pilot project in its hiring of PAs, who will accelerate and support the implementation of the Miyupimaatisiun Integrated Care Model (MIC-M).

As this is a new project, it is important that the objectives and advantages of integrating PAs is clearly communicated both internally and externally. The communication plan outlines specific objectives for ensuring CBHSSJB staff understand the PA integration project, are able to meet with a PA representative, are regularly updated on the implementation of PA services, and have the means to safely provide feedback. The communication plan also involves sharing information about this innovative initiative on social media.



# Communication Plan for Organizational Redesign

The Board was also updated on the communication plan for the organizational redesign. The organizational redesign aims to support the development and implementation of the Miyupimaatsiun Integrated Care Model (MIC-M), to align with the new vision and strategic orientations defined by the SRP, and to reflect the CBHSSJB's mission, vision and values.

The redesign will require that managers be able to communicate changes effectively with their teams, that regular communications regarding the redesign are maintained, and that staff have opportunities to safely provide feedback.



# Emergency Information & Management System

The Board voted to approve the adoption of the SIGDU (Système d'information et de gestion des urgences) digital emergency information and management system at the Chisasibi Regional Hospital. SIGDU, chosen after a call for tender in July/August 2023, will replace the current paper-based system and should improve client services and optimize organizational performance. SIGDU is an application created by Christie Innomed; the three-year contract includes support and professional service costs as well as SIGDU infrastructure.





## Lease with Immeubles Dion Inc – Chisasibi

**The Board voted to approve a three-year lease for office space at 42 Fort George in Chisasibi**, from January 1, 2024, to December 31, 2026. The lease, with Dion Meubles Inc., has two one-year renewable options after the initial three years, in case of construction delays, with rent increases of 3.5% for each renewal.



## Lease with Immeubles Dion Inc – Waskaganish

**The Board also voted to approve a two-year lease for office space at 2A Taakatcachun in Waskaganish**, from January 1, 2024, to December 31, 2025. This lease, also with Immeubles Dion Inc, is necessary as there is continued need for office space until the completion of the new CMC. A previous lease had expired on June 30, 2024; the current lease has three renewal options – a one-year lease and two six-month leases – in case of delay in the CMC construction. Renewal options are subject to a rent increase of approximately 1%.



A landscape photograph of a lake at sunset. The sky is a mix of light blue and orange, reflecting on the water. The foreground is a rocky, vegetated shore with some autumn-colored plants. A large white circle is overlaid in the center of the image, containing the text 'MIYUPIMAATISIUN' in a bold, blue, sans-serif font.

**MIYUPIMAATISIUN**

# Wiichihiiwaauiwin Helpline Update

The Board was updated on the regional Wiichihiiwaauiwin Helpline, which began development in 2016 and was accelerated into action during the COVID-19 pandemic. The regional hotline provides 24/7 services offering a safe and confidential psychosocial response to urgent needs. It complements local psychosocial services; calls to the Wiichihiiwaauiwin helpline are either resolved over the phone or given a referral to be seen locally within 24-72 hours or, in case of emergencies, to be seen immediately. A total of 33% of calls were referred locally, 13% requiring a 24-72 hour referral to CMC or Nishiiyuu and 20% requiring immediate intervention (police, CMC nurse, social worker, community worker...).



# Wiichihiiwaauiwin Helpline Update continued

The use of the Wiichihiiwaauiwin Helpline has risen from an average of 32 calls/month two years ago to 98 calls/month in the past year. The update broke down the calls per community and the reason for calling, with mental health being the most frequent reason for calling (29%), followed by self harm (16%) & substance abuse (13%). Other reasons for calling included family issues, living situations, interpersonal violence, & physical health.

Next steps include the approval of a permanent CBHSSJB regional hotline service and the stabilization of the regional positions supporting this initiative, as well as the further development of the local on-call psychosocial hotline.





# Home & Community Care Update

The Board was updated on the Home & Community Care Program (HCCP) which provides services for people needing support so they can continue living in their homes and can enjoy their highest level of independence. The update provided data on the hours and type of services provided for Eeyou Istchee as well as for each community. It identified highlights from the past year, including the hiring of new positions, the participation of respiratory therapists, and several training programs. It also identified areas for improvement (e.g., data management, long-term care and short-term respite services) and next steps (e.g., trainings, approval of the HCCP regional service delivery plan, and increased partnerships with internal and external partners).



# Foster Care Resources

The DPSQA Psychosocial updated the Board on Foster Care Resources. The update emphasized the CBHSSJB's obligation to support families experiencing difficulties with their children.

The Foster Care service framework aims to ensure a safe and nurturing environment for children in foster care, and every effort is made to help the family maintain the children in their extended family environment and to reunite children with their natural family.

The Board was informed of the different types of foster homes, noting that there are 432 registered foster homes providing support to Cree beneficiaries.



## Foster Care Resources continued

An external consultant has been mandated by the DSPQA Psychosocial to analyse the Foster Care Resources program and submit a report on its current functioning. It has been five years since the Foster Home Department was transferred from the direction of Youth Protection Services to DSPQA Psychosocial, so this report will provide an important perspective on the program in its (relatively) new administrative home.

Community visits and consultations will begin in January, and a preliminary report is scheduled for submission in May.



A scenic landscape featuring a calm lake reflecting the sky, surrounded by a forest of evergreen trees and rocky terrain. A large white circle is superimposed over the center of the image, containing the text 'PIMUHTEHU' in a bold, blue, sans-serif font.

**PIMUHTEHU**



# Youth Healing Services

The Board received an update on Youth Healing Services (YHS) issues and activities. In terms of facilities, the Board was informed that the Reception Centre will be under renovation, which may affect some resources. The Weesapou (Chisasibi) Group Home renovation is nearly complete, although some work is still required, and the Upaachikush (Mistissini) Group Home is functioning but needs some small renovations.

Management meetings were held from November 7-9 to review recommendations from the Youth Protection commission and to develop action plans for each unit and program based on the recommendations. Also addressed were a strategy for dealing with absenteeism and lateness and a training plan.





# Youth Healing Services update continued

Clinical meetings held from November 13-17 reviewed and updated clinical forms and processes and developed an action plan to support YHS units and clients.

Next steps involve implementing these action plans and strategies, providing orientation training for all new staff, and continuing/completing renovations.



# Empowering Youth and Families update

The Board was updated on the Empowering Youth and Families project's community development component. The component has two priorities: (1) early childhood development through enhanced parenting skills and (2) supporting youth through afterschool programs.

The presentation's focus was primarily on the second priority, and especially on the fourth visit of 13 representatives from the CBHSSJB to the Harlem Children's Zone (HCZ) program. On this recent visit, the emphasis was on setting up a Youth/Uschiniichisuu Committee and on developing After-School Workshop programs. The team is currently seeking out partners, contributors in kind, and funding sources.



# Empowering Youth and Families update continued

The meetings with HCZ identified issues and objectives supporting this focus, such as prioritizing youth needs, getting necessary resources, getting effective buy-in of the programs, addressing community involvement issues, building partnerships.

Overall, the group found the visit to and consultations with HCZ to be extremely helpful.



# Maanuhiikuu Update

The Board was updated on Maanuhiikuu mental health services and activities since the June 2023 Board meeting. The update identified highlights such as delivering Applied Suicide Interventions Skills Training (ASIST) and supporting the Fort George Residential School Gathering in November, and hiring a Mental Health Nurse for Waswanipi, replacement Mental Health nurse for Nemaska, and an Art Therapist for Wemindji.

The update also summarized activities related to suicide prevention and intervention, and to supports for Indian Residential School survivors, MMIW, and Day School survivors.



# Securité Mahikan

**The Board approved a contract with Securité Mahikan to provide security services at the Reception Centre in Mistissini** on a full-time basis up to December 31, 2023. Then, based on the CBHSSJB's plan to recruit and train intervention agents, Securité Mahikan will provide reduced services by 50% up to March 31, 2024.





# Limitation of Freedom & Intensive Supervision Statistics

The Board received Youth Healing Services' summary of the Limitation of Freedom, Intensive Supervision and Detainment statistics from July 27 to November 20, 2023. This period saw a total of one limitation of freedom, four intensive supervisions, and one detainment. The statistics covered the youth at the Reception Centre and the Upaachikush Group Home in Mistissini as well as the Weesapou Group Home in Chisasibi.

They also summarized detention and isolation statistics for these sites.



# NEXT REGULAR BOARD MEETING

March 2024





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