



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**

# Governance Advisory Committee

The Board reviewed a draft bylaw related to the establishment of a Vigilance and Client Experience Committee. This committee would be concerned with overseeing (1) client experience and satisfaction, (2) respect for client rights, and (3) promptness in processing client complaints. It would also ensure follow-up with the Board and with CBHSSJB management regarding reports and recommendations sent to the Board related to these matters, including those related to cultural safety. At the recommendation of GAC, the by-law will be tabled for approval to the Board after the 30-day notice period required to amend By-laws.



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

The Board received the quarterly report from the Commissioners of Complaints and Quality Assurance. This report, covering the period from 1 April to 30 June 2023, summarizes the number and nature of complaints, consultations, assistance and interventions; it also breaks down complaints by community and services, and tracks the speed with which the complaints are resolved.



## 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 the nominations of the following physicians to practice in Eeyou Istchee.** All nominations are valid to 31 December 2024.

- Dr. Akina Fay, permanent part-time occasional family physician in the Dept of Medicine
- Dr. Sophie-Ann Bouchard, permanent part-time occasional family physician, Dept of Medicine
- Dr. Christine Ouellette, permanent full-time plus family physician, Dept of Medicine
- Dr. Alexis De Simone, permanent full-time plus family physician, Dept of Medicine



# CPDP: Nominations of Physicians and Dentists

Two family physicians changed their status:

- Dr. Evan Snow changed status from permanent full-time plus to permanent full-time family physician, Dept of Medicine.
- Dr. Myrill Solaski added privileges in Public Health to her status as family physician in the Department of Medicine

Two specialists were nominated:

- Dr. Catherine Ouellet, psychiatrist in the Dept of Medicine
- Dr. Patricia Tak-Sam, associate member and Pediatrician, Dept of Medicine



# CPDP: Nominations of Physicians and Dentists

**The Board also approved the nominations of the following dentists as associate members and replacement dentists.** All nominations are effective through to 31 December 2024.

- Dr. Andrew Abi Chahine
- Dr. Lu Huan
- Dr. Guillaume Jean
- Dr. Jenny Du
- Dr. Fèlix Girard
- Dr. Arnaud Bailly
- Dr. Salomé Deschenes



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

The Board was updated on health and safety data, including files related to salary insurance claims, CNNEST and safe maternity programs for the period running from 18 June to 15 July 2023.

A comparison with other regions of the health care network shows that CBHSSJB salary insurance claims are the second highest in Quebec; the first and third highest are also northern health care organizations, reflecting some of the challenges of providing health care services in the north.

The update also noted that between 1 April and 31 July 2023, there were 74 cases of COVID among CBHSSJB employees.





# HR Committee: Updated Management Organizational Structure

**The Board approved an updated management organizational structure, as presented by the Human Resources Committee.** The new structure includes twelve new management positions:

NEW POSITIONS
1. Assistant Director Data Services and Analytics – Strategy and Organizational Development
2. Advisor Accreditation and Client Experience – Strategy and Organizational Development
3. Advisor Risk Management – Strategy and Organizational Development
4. Assistant Director Communications – Communications
5. Coordinator Digital Media and Development – Communications
6. Evening Coordinator – Youth Healing Services
7. Coordinator Pharmacy Administrative Services – DMAS
8. Coordinator Research – Public Health
9. Coordinator Community Level Infections And Emerging Risks – Public Health
10. Coordinator Reg. Clin. Admin. Support and Serv. (Care 4 and <u>Nomadis</u> platforms) – Admin. Serv.
11. Advisor Executive Services to Managers – Human Resources
12. Advisor Elders Awareness – DPSQA Psychosocial



## HR Committee: Updated Management Organizational Structure

In addition, the title of “Coordinator, Radiology and Laboratory – Regional Hospital” has changed to “Coordinator, Radiology, Laboratory and Archives – Regional Hospital,” and Public Health has changed its reporting structure from Pimuhteheu to General Management.



# Audit Committee: Appointment of External Auditor

**The Board approved the appointment of Raymond Chabot Grant Thornton S.E.N.C.R.L. (Raymond Chabot) as the external auditor for the CBHSSJB's financial statements for the fiscal year ending 31 March 2024.**

Raymond Chabot has served as external auditor to the CBHSSJB since 1<sup>st</sup> of April 2022, being renewed annually for this role.



# Audit Committee: Quarterly Financial Report

**The Board approved the Quarterly Report (AS- 617 P3 for 2023-2024) presented by the Audit Committee.**

Highlights of the report include a significant surplus in federal funding, an increase in expenditures due to the forest fire situation, an increase in training expenses and travel costs, and the end of COVID-19 pandemic measures.



# Updates on Accumulated Surplus and Contracts

The Board was updated on surplus funds that have accumulated since 31 March, some of which are restricted and are allocated to the purchase of new medical and midwifery equipment, transport vans for Wiichihiituwin and new kitchen equipment. The remaining unrestricted surplus can be directed toward addressing emergencies.

The Board was also updated on all contracts over \$100,000, including those for capital projects.



# Audit Committee: Medication Review Process Update

The Board was updated on a draft audit of the medication procurement process outside of Cree communities. This audit aims to understand the procurement process and its impact on updating medical records, pharmaceutical records and costs. The audit noted several issues:

- Quantities of medication taken per person is very high, so that it takes several pillboxes for a patient, which means more handling & more labour.
- Cytotoxic medications must be handled with care & cannot be put in the dispensing machine, thus increasing labour.
- There is no consistent team of pharmacists and turnover of technical assistants (30 to 35%) to support the service is high.



# Council of Midwives: Service Contracts

**The Board approved the service contract with Elaine Dubois to provide midwifery services on an occasional part-time basis from 1 October 2023 to 1 October 2024.** Ms. Dubois is a midwife in good standing with the Ordre des sages-femmes du Québec.



# Council of Midwives: Annual Report

The Board received the Council of Midwives' Annual Report for 2022-2023. The Report noted highlights such as a baby's birth in a michuaap with a traditional Cree midwife as well as members of the midwifery services team, and the 100<sup>th</sup> birth in midwifery services in Chisasibi. The report also outlines the structure of the council of midwives and midwifery services, and reports on the committees of the council. Finally, it identifies the projects and other collaborations midwifery services has undertaken with other groups both internal and external to the CBHSSJB. The Council of Midwives is directed to produce and table its annual report in June of each year.





## Risk Management Committee: Incident/Accidents Statistics

The Risk Management Committee updated the Board on incident and accident (I/A) statistics for the period 1 April 2023 and 12 August 2023. These I/A reports show an increase over the same period last year, indicating an increased awareness of the importance of I/A reporting; 359 I/As were reported, with one event being investigated by the risk management team as it could have had major consequences for a client's health. Other events were analyzed by the managers responsible for the units/departments/programs where the events took place and measures have been taken to identify contributing factors and avoid recurrence. Laboratory- and medicine-related I/As were the most numerous, while 140 events were categorized as "other," most commonly appointment scheduling & transportation.





**GENERAL  
MANAGEMENT**

# Capital Projects Update

The Board was updated on the status of the organization's capital projects. As noted previously, many projects have experienced significant increases in cost due to post-pandemic inflation. Consequently, the design and construction process of some projects has been modified to save costs and ensure that projects can continue. Capital projects include

- the Regional Hospital, 80-unit transit facility, 9-bed mental health facility, Mîniwâchihwâukimikkw/Healing Lodge, & 9-bed group home in Chisasibi;
- Elders' Homes in Chisasibi & Waskaganish;
- Birthing Homes in Chisasibi, Mistissini & Waskaganish;



# Capital Projects continued

- a 9-bed special needs facility in Eastmain;
- 40-unit transit facilities in Waskaganish & Mistissini;
- New CMCs in Oujé-Bougoumou, Waskaganish & Whapmagoostui.
- Forty-unit transit facilities in Waskaganish & Mistissini

The CBHSSJB has also been negotiating a new lease for patient housing in Montreal and is exploring plans to build or purchase a building for Montreal patients in the next 3-5 years.



# Healing Lodge Action Plan

The Board was updated on the action plan for the Mîniwâchihwâukimikkw/ Healing Lodge, a land-based Eeyou/Ennou wellness recovery centre for addictions. The lodge aims to nurture miyupimaatisiun by:

- delivering culturally safe programs and services for those in need,
- establishing effective partnerships with groups both internal and external to the CBHSSJB as well as with users, families and other support persons,
- providing continuous training & quality improvement for staff.

The presentation also summarized learnings from recent consultations and presented a timeline to the board.

The Board wishes to see proper nutrition program for people on dialysis and diabetes patients, to offer keto lifestyle menus and include a gym for physical activity within the design of the facility.

# Helicopter Emergency Services

**The Board approved the expenses for helicopter services required to address potential medical evacuation emergencies during recent forest fires.** Helicopters were based in Mistissini from June 9 to 12, 2023, and in Chisasibi from July 12 to 25, 2023. While the services were not ultimately required, they offered the necessary security. Unlike airplanes, helicopters need little space to land and are more capable of landing and taking off safely under the reduced visibility caused by smoke from fires.



# Director (Interim) of Youth Protection extension

**The Board voted to extend the appointment of Taria Matoush as Director (Interim) of Youth Protection.** She had originally been approved as Director of Youth Protection for a one-year term ending on 2 October 2023; her appointment to that position is now extended for another year to 2 October 2024.



## Interim Assistant Executive Director (AED) of Pimuheteheu extension

**The Board voted to extend the appointment of Jonathan Sutherland as Assistant Executive Director (Interim) of Pimuheteheu.** He had originally been approved as AED of Pimuheteheu for a one-year term ending on 2 October 2023; his appointment to that position is now extended for another year to 2 October 2024.





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, vegetated shore with some autumn-colored plants. A large white circle is overlaid in the center of the image.

# **ADMINISTRATION**

# Suppliers for Replacement Nurses

Because there are many vacant nursing positions as well as leaves of absence among nursing staff, the CBHSSJB relies on replacement nurses. The CBHSSJB launched a call for tender for replacement nurses in 22 nursing service areas, resulting in sixty bids, of which fifty were deemed qualified bidders. **The Board voted to approve one-year contracts for replacement nursing services to the fifty qualified providers, with the option of a two one-year extensions for a possible total of three years.**



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**MIYUPIMAATISIUN**

# Clinical Processes Optimization Audit

The Board received the final report of the Optimization Audit of Clinical Processes (aka Nursing Optimization Audit) and a summary of the draft action plan in response to the audit. The audit, by an external auditor, was carried out over four visits between July and November 2022, amounting to a total of 69 days.

It outlines several significant areas for improvement, identifying unclear service offers, inadequate distribution of non-related tasks to professional staff, unclear roles and responsibilities of workers & managers, inadequate communications, lack of capacity building or competency development, insufficient initiatives to improve recruitment & retention, and ineffective collaboration between workers & departments.



# Clinical Processes Optimization Audit continued

It also identifies certain successes, noting the Nisk model in Chisasibi, the Bush Kit program and the regional on-call initiative, among others. Finally, the audit concludes with a series of recommendations to address the issues facing clinical processes.

The draft of the action plan presented in response to the audit builds on these recommendations. It identifies six main areas of objectives: clarifying the offer of services in each department or unit, clarifying roles and responsibilities of all workers, developing the capacity of workers, ensuring optimal management of employees, optimizing the care provided in the CBHSSJB, and ensuring governance of practice.



# Fly-In Fly-Out Report

**The Board approved the report entitled “The Impacts of Fly-In Fly-Out Work on Cree Workers, Their Families and Their Communities in Eeyou Istchee.”**

The report, also known as the Fly-In Fly-Out (FIFO) Report, is based on a study carried out to better understand the social, health and mental wellness impacts experienced by Cree workers and their families due to these workers being away in mining operations and returning home only for short breaks (i.e., flying in and flying out). In addition, the study identifies initiatives or recommendations to support these workers and their families.



## Public Hearings: General Estates of Social Work in Quebec

The Board was updated on public hearings concerning the future of social work in Quebec currently being undertaken across the province. The CBHSSJB is particularly concerned with three points, which the DPSQA Wiichihiiwaauiwin (Psychosocial) will present at the October 25 hearing.

- Representation: a call for representation for current and future CBHSSJB workers and the organization itself within the broader health and social services network; this requires that language barriers also be addressed.
- Education: the development of culturally relevant, trauma-informed pedagogies related to northern realities & the accessibility of mandatory trainings in continuing education.
- Recognition: through support & pathway mechanisms of the Quebec Order of Social Workers that acknowledge our organizational needs.



A scenic landscape featuring a calm lake reflecting the sky, surrounded by a forest of evergreen trees. The foreground shows a rocky, sparsely vegetated shore with some autumn-colored plants. A large white circle is overlaid on the center of the image, containing the text 'Niishiiyuu' in a bold, blue, sans-serif font.

**Niishiiyuu**



# Nishiiyuu Optimization Audit

The Board was updated on the Niishiiyuu Miyupimaatisiun Department's optimization audit, focusing on three primary areas: work culture, governance and risk management.

The risk management section is further divided into managing risk at the departmental level (for example, through well-defined roles and responsibilities, effective guidance training, and clear oversight processes) and managing it at the program level (for example, through appropriate planning of programs, standardized processes to evaluate programs, etc). In addition, the audit provides recommendations for specific programs.

This presentation concludes with a summary of traditional healing pathways teams and a draft of a plan for phased capacity building.



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**PIMUHTEHU**

# Wiichihiiwaauiwin Emergency Steering Committee (WESC)

The Board received an update on the Wiichihiiwaauiwin Emergency Steering Committee (WESC). This update included

- a recap of Emergency Response Training with the Red Cross in April,
- a summary of WESC on-call services during Goose Break,
- the WESC response to two suicides in Chisasibi in April and May, and
- WESC & Red Cross services/activities in coordinating and providing psychosocial support during evacuations due to forest fires.

It also laid out next steps, including an action plan for local psychosocial emergency responses for all communities.



# “Working Together to Empower Youths and Families”

The Board was updated on the community development initiative “Working Together to Empower Youth and Families” in Mistissini. The presentation summarized the program timeline and the pathway of health and social services to be coordinated or developed, running from prenatal programs through early childhood, elementary and secondary school, and finally young adulthood and post-secondary education.

Two priorities were also highlighted: parenting skills programs and an observation visit to Harlem Children’s Zone in New York.



## Out-of-Country Travel to New York – Harlem Children’s Zone

**The Board voted to approve an out-of-country visit of CBHSSJB delegates to the Harlem children’s Zone in New York City.**

This will be the fourth such visit to [HCZ](#); the third was in December 2018, and a fourth was approved in March 2020 and again in September 2022, but did not take place due to the pandemic. Since the last visit, the CBHSSJB has worked to develop and adapt programs based on insights gained from the HCZ visits. For instance, the HCZ afterschool program inspired the development of a similar program for Cree Youth in partnership with other Cree entities. A fourth visit will enable the CBHSSJB to observe and gather information to mobilize further efforts to support the development, adaptation, and success of programs to empower Cree Youth to succeed in school and life. A list of delegates for the visit will be presented to the Executive Director.



# Youth Protection Update

The Board was updated on the Youth Protection program.

The presentation by the DYP provided a review of YP statistics for 2022-2023 and an update on actions addressing the recommendations of the audit of the Youth Protection program (including staffing issues, division of measures, YP roles & mandates, and the collaboration of first-line services & YP). Finally, it summarized YP priorities for 2023-2024.



## Youth Healing Services Limitation of Freedom & Intensive Supervision Statistics

The Board received a statistical summary of the Youth Healing Program's use of limitation of freedom/intensive supervision practices for June, July and August 2023.

This document records the YHS clients placed in isolation, detention or other restraints in these three months, breaking down the numbers by gender, location, and length/nature of constraint.



# NEXT REGULAR BOARD MEETING

December 12-13-14, 2023 in Montreal







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