



Executive Director Succession Plan

The Board voted to approve a succession plan for the position of CBHSSJB Executive Director (ED).

The CBHSSJB is planning its succession plan for the ED position. In addition to meeting a range of criteria, receiving coaching & mentoring, and participating in strategic activities & projects, potential successors would also complete the International Masters Programs for Managers (IMPM). Internal successors must be a Cree AED and/or senior manager with at least five years of CBHSSJB experience, must complete the IMPM, and should upgrade communication skills, if necessary.

The process would take a maximum of 52 weeks: completion of the IMPM in the first 12-16 months, followed by a 12-month selection process and a learning continuum of 12-24 months for the candidate chosen to become the new ED.

Eeyou Mobility Update

The Board was updated on the proposal by Eeyou Mobility (EMI) to provide wireless services and support for the CBHSSJB and to work with the CBHSSJB in ensuring wireless services are available through all nine communities of Eeyou Istchee. The Board was informed of EMI's progress in extending coverage along the roadways connecting communities.

EMI, founded in 2019, notes that it is locally run and majority Cree-owned. Currently the CBHSSJB uses both Bell and EMI, with EMI's rates for services and bundles being competitive with or better than those of Bell.







Governance Advisory Committee: Policy on General Framework for clinical policies, procedures & clinical decision support tool

The Board voted to approve a new *Policy on General Framework for Clinical Policies, Procedures and Clinical Decision Support Tools*, effective immediately.

The new policy replaces the *Policy on General Framework for Clinical Policies and Related Procedures and Protocols*, which had been approved in March 2017 and is repealed with the implementation of this new policy. The new policy includes terminology aligned with current clinical practices and provides a more precise framework for the supervision of clinical policies, procedures, and decision support tools.

The policy will be reviewed every three years.



Vigilance & Client Experience Committee: Quarterly Report of the Commissioners of Complaints & Quality Assurance

The Commissioners of Complaints & Quality Assurance deposited their quarterly report.

The report, covering from April 1 to June 30, 2024, summarizes the number of new files opened and the nature of each. Of 32 files opened, two related to complaints, 17 for assistance, two for consultations and eleven for interventions. The report also provided information related to its statistics (files/ complaints per service, community, etc), and summarized other activities of the Commissioners. These activities included monthly meetings with the ED and with regional commissioners, participation in the MSSS Cultural Safety Group, community visits to Oujé-Bougoumou and Waswanipi, & a visit to Ullivik in Montreal.

Human Resources (HR) Committee: Career Fair & Partnerships Update

The Board was updated on initiatives for Cree students and the Chisasibi Career Fair held on January 31, 2024. The HR team competes with other health establishments to recruit the best talent and participates in many career fairs to achieve this goal (the next career fair is planned for Mistissini). Stéphanie Tetreault is responsible for summer student recruitment and visits secondary schools across Eeyou Istchee to get students interested in summer work and, perhaps, a career in health care.





HR Committee: Career Fair & Partnerships cont.

The CBHSSJB partners with the Cree School Board on to offer Educational Programs in Institutional Home Care, Nursing, Social Work, Midwifery and Medical Secretary work. Students can also benefit from MSSS scholarships, internships, and the Summer Student Program (in collaboration with Apatisiiwin Skills Development). The team is also recruiting an Educational Institutions Relationships Specialist.



HR Committee: Harassment Complaints Report, 2023-2024

The Board was updated on harassment complaint statistics for 2023-2024. The CBHSSJB occasionally receives complaints that result in formal investigations or mediations, which have been managed by an external firm. HR receives periodic reports on the status and treatment of complaints.

While the HR committee received 17 harassment complaints in this year, 12 of were ruled non-admissible, while four were admissible and one is under evaluation. The report broke down the nature of complaints by region, by whether the complainant and respondents were indigenous, and by the work position of the complainants and respondents.

Currently, the Policy and Procedures are being revised to respect new psychological harassment provisions made in Bill 42, Loi sur les norms du travail.

HR Committee: Organizational Chart

The Board voted to approve the new organizational chart.

The new chart will reflect transfers across departments for six programs (for example, Directors of SAPA, the Healing Lodge and Mental Health & Special Needs move from General Management to Pimuhteheu). In addition, it also incorporates 22 newly created positions (for example, Director, Emergency Services; Director and Assistant Director, Capital Projects; and Coordinator, Mistissini Elders' Home).

The organizational chart is developed through ongoing consultations and is presented regularly to the Executive Committee, given the frequent changes linked to the CBHSSJB's organizational redesign.



Audit Committee: Appointment of External Auditor

The Board voted to approve the nomination and appointment of Raymond Chabot Grant Thornton S.E.N.C.R.L. (Raymond Chabot) for the year ending March 31, 2025.

This firm was selected as CBHSSJB auditors in 2022 for a contract running through 2026, subject to annual approval by the Board. The Audit committee is satisfied with the work of this firm and recommended Raymond Chabot as external auditors for this current fiscal year.



Audit Committee: Approval of Financial Report AS-617-P3

The Board approved the Quarterly Financial Report AS-617 for period 3.

In addition to the breakdown of revenue, expenses and surpluses for operating and capital funds, the report noted as highlights that there have been increases in the costs of nursing agencies and air transport, as well as in salaries due to the signing of a new collective agreement with CSN.



Audit Committee Updates

The Audit Committee provided the Board with an overview of changes in the CBHSSJB budget since 2000 and an update on the organization's accumulated surplus as of March 31, 2024. It also presented a list of current contracts over \$250,000.



Audit Committee: Opening of TD Bank Account

The Board approved the opening of an account with TD Bank and affirmed a list of authorized banking signatories.

The authorized signatories include the Executive Director, the AED Administration, the Director and the Assistant Director of Financial Resources, and the Director of Corporate Services. Two signatures from the authorized signatories are required for any banking document.



Council of Midwives: Service Contract for Head of Midwifery – Waskaganish Pole

The Board voted to approve the nomination of Magali Coursange as Head of Midwifery Services – Waskaganish pole.

This contract will run from October 13, 2024, to October 13, 2027.





Acceptance of Waskaganish Representative

The Board accepted the election by acclamation of Bert Blackned as representative of Waskaganish on the CBHSSJB Board of Directors.

Mr. Blackned replaces Ryan Erless, whose three-year term as Waskaganish representative had ended.



Appointment of Returning Officer and Setting Date for 2024 Elections for Cree representative on the Board

The CBHSSJB's Election By-Law provides that at least sixty days before an election is to be held, the Board shall pass a resolution that sets a date for the election, determines whether it will be held in person or by electronic means, and appoints a Returning Officer.

To this end, the Board voted that the election for a Cree representative, elected by and from among the members of the Cree Nation Government, should take place on November 12, 2024, with the poll to be held in person, and with John Henry Wapachee serving as Returning Officer.

The elected representative will serve a four-year term.



Election for Clinical Staff Representative

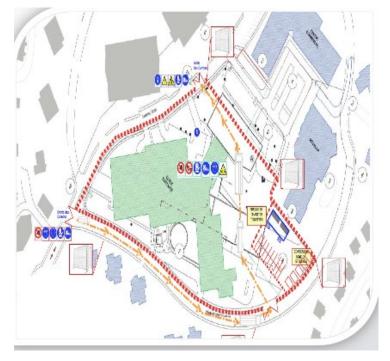
Following the announcement from Dr. Robert Tremblay that he would be resigning his position as clinical staff representative to the Board of Directors, as of October or November 2024, the Board resolved that an election for a new clinical staff representative will take place on November 28, 2024, and that the returning officer would be Laura Moses. The new representative will serve for the remainder of Dr Tremblay's three-year term, which ends in December 2025.





The Board was updated on the CBHSSJB's capital projects.

For the **Regional Hospital**, construction is on target. High school demolition began on August 23 and should be completed by December 2024. Almost all preliminary plans have been submitted to the Ministry, with the business case scheduled to be submitted by the end of October. Preliminary plans for externalization will be completed for the end of September, and the foundation construction is scheduled to begin in May 2025.





For the **Pourvoirie Mirage** site, the business case and transition plan is being prepared, and a transition and operational committee is being formed.

The **Espresso Hotel** lease has been signed. All mechanical systems and envelopes have been verified, and air and asbestos tests carried out. Cleaning staff is being given health and hygiene training and upgraded tools, to align with Ministry guidelines. The CBHSSJB is finalizing an agreement on maintenance and cleaning services.







For the **Mistissini Elders' Home**, 50% of the design package has been submitted to the CBHSSJB for technical review. Cheno Construction has presented an interim estimate, with a final quote to follow in October. If the quote fits the budget, a contract will be signed. Foundation and substructure work will begin in spring 2025, with the entire project lasting 24 months from the start of construction.

For the **Chisasibi Elders' Home**, the installation of the structure began in August. Mechanical optimization is being reviewed and the contractor's schedule will be received by the end of September; the contractor's shop drawings will be approved at the same time. This project is scheduled for completion two

years after construction begins.



For the **Mîniwâchihwâukimikkw/Healing Lodge**, the tallyman has approved the use of all the land area needed. Construction/design methods are being discussed and documents are being prepared for Ministry authorization. Plans and specifications will be submitted early in 2025, with land-clearing in the construction area and access road preparation beginning in 2026. Work on the operational manual will begin in late 2024.

Minor renovations and painting of the **Ashuukin Services** facility has been completed, and furniture is being delivered; a soft opening is scheduled for late September or mid-October.



The foundations for the **Waskaganish Birthing Home** have been poured and structure installation will begin in late September 2024. The project is expected to be completed in fall 2025, with commissioning taking place in winter 2026.

Envelop weatherproofing of the **old band office in Eastmain** will take place in fall 2024; mechanical systems are being inspected and mechanical upgrades will begin in winter 2025. Interior renovations are planned for spring/summer 2025, and completion scheduled for early winter 2026.





Clinical plans for the **Special Needs group home** and **Mental Health group home** are with the MSSS, and the projects await the "avis de reconnaissance" from the Ministry to complete the PFT for these projects. PFTs require around six months to complete; then, plans and specifications must be authorized before receiving approval to begin construction. Special needs facilities are planned for Waswanipi and Eastmain, while mental health facilities planned for Wemindji, Chisasibi, Ouje-Bougoumou and Nemaska.



After authorization of the agreement 25-31, calls for tender for **forty transit units in Waskaganish** and for **80 units in Chisasibi** will be launched. Site preparation for the Waskaganish units has been completed. Design development is complete for

the Chisasibi facility.



Waskaganish CMC construction should be completed by December 2024, with commissioning taking place from January to July 2025. Six Cree security guards were hired to help secure the construction site due to recent incidents.

CBHSSJB Housing Situation in Region 18

The Board was updated on housing needs in Eeyou Istchee. These are greatest in Chisasibi and Mistissini. Some housing units can be recovered from other uses, such as transits. For example, Mistissini has two apartment buildings used as transits that can be partly reassigned as permanent units, while Chisasibi's C6-7 apartment building can also become permanent units.

The presentation also identified some approaches for addressing needs, including (among other strategies) relocating non-frontline workers off-territory to work remotely & identifying frontline workers who can pair up in accommodations based on work schedules. A study with stakeholders is being prepared to identify the number of additional houses that will be needed.

Options for the Mirage Site

The Board was updated on options for the Mirage site, looking at three scenarios.

Scenario 1: transition to land-based activities, leasing some units and reserving other for CBHSSJB use, generating a small profit.

Scenerio 2: all leases are paid off, finances break even, and more rooms are allotted to Cree use.

Scenario 3: all rooms dedicated to Cree use, but a deficit is generated.

All scenarios require a specific clinical plan for the use of the site, which could take time to develop. It may be preferable to develop the site over a three-year period, applying different scenarios successively so that the CBHSSJB can gradually implement its clinical plan, adapt as necessary, and assess feasibility.

Purchase Agreement with Canadian Red Cross Society

The Board approved a purchase agreement with the Canadian Red Cross Society for medical and non-medical equipment.

This equipment is required to support the mobile hospital project.



SRP Infographic 2023-2030

The Board voted to approve the 2023-2030 Strategic Regional Plan (SRP) Infographic. The infographic will be used internally and externally to share the CBHSSJB SRP's orientations (Cree Culture & Autonomy; Health & Well-Being; Access & Quality; Nurture & Grow) as well as the specific objectives under each orientation. Communication strategies across media and platforms will help share the information from the infographic.



SRP Infographic 2023-2030

The colours that define the infographic's visual identity were reviewed by the Nishiiyuu Council of Elders and represent unique and critical elements of Eeyou Istchee culture, land and tradition. This colour palette references the environment, culture and strengths of the Eeyou-Eenou and the CBHSSJB. The photos also connect to the SRP: Blue photos related to Cree Culture and Autonomy, Yellow to Health and Wellbeing, Red to Access and Quality and Green to Nurture and Grow.



Health Assembly 2025 update

The Board was updated on plans for the 2025 Health Assembly, which aims to share the finalized 2023-2030 Strategic Regional Plan (SRP) with participants, further build collaborative working relationships at regional and local levels, and develop community action plans to achieve the SRP. The update summarized discussions about such things as dates (likely February or March 2025), potential locations and participants, community tables, themes and agenda, and other issues.



Increased Costs for Alfresco Software Licensing 2024-2025

The Board approved modified costs for Alfresco software licensing for 2024-2025.

The Board of Directors had approved the renewal of Alfresco Software Licensing and technical support from May 20, 2023, to May 19, 2025. However, since then, additional licenses are required thus, the costs for the 2024-2025 license fee have risen. This resolution addresses that issue.



Extension of Taria Matoush's Appointment as Director of Youth Protection

The Board approved an extension of Taria Matoush's appointment as Director of Youth Protection.

Her appointment was set to expire on October 2, 2024. The extension runs until October 2, 2026, and ensures the continuous management and oversight of Youth Protection Services.



Extension of Nomination of Jonathan Sutherland as interim AED Pimuhteheu

The Board approved an extension to the nomination of Jonathan Sutherland as interim AED of Pimuhteheu.

His current appointment was set to expire on October 3, 2024. His extension runs until October 2, 2026, and ensures the continuous management and oversight of Pimuhteheu.





NISK Model Implementation Plan

The Board was updated on the plan for implementing the NISK model of care. This model of extended primary care services aims to support miyupimaatisiiun and involves a revamping of primary care services to ensure that clients receive cohesive and holistic family-centred care, and have lifelong access to care and continuity of services. The NISK model also embraces culturally relevant services.

In addition to a description of the NISK model, the Board was presented with an outline/timeline of the NISK model implementation across the nine communities of Eeyou Istchee. Some of the important priorities include maximizing primary care telehealth services, enhancing the multi-disciplinary team-based approach, and ensuring workforce stability, flexibility, recruitment and retention.



Pimuhteheu Activities & Developments update

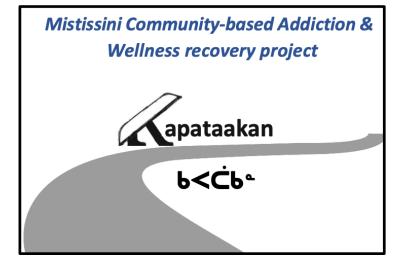
Pimuhteheu ("We walk together") brings together the most important second line services across the life cycle and provides support for clinical program development.

The Board was updated on Pimuhteheu's organizational redesign, which aims to improve efficiency, position the department to best meet the strategic priorities defined by the SRP, and support the implementation of the NISK model. The update included a presentation of the new organizational chart and the transition phases, as well as a summary of changes. The presentation also touched on the department's approach to change management and the implementation of a coordinated annual planning cycle to support Pimuhteheu in meeting its objectives.

Kapataakan project update

The Board was updated on Kapataakan, the Mistissini community-based addiction and wellness recovery project. The project aims to develop and implement new community-based addiction and wellness day services in the Mistissini MSDC. The project also explores how to integrate this approach within the organization's existing resources and is working to create strong partnerships both within and exterior to the CBHSSJB. Finally, the presentation broke down the number of interventions held according to age, gender, type of intervention, source of referrals, and other criteria.





Limitation of Freedom & Intensive Supervision Statistics

The Board received the Limitations of Freedom and Intensive Supervision statistics from Youth Healing Services. The report covered periods from May through to the end of August 2024.

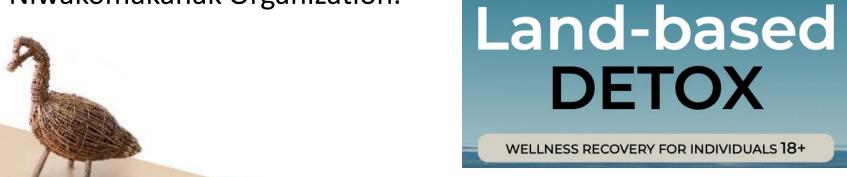


Update on Land-Based Detox, Wellness & Recovery for Individuals 18+

The Board received a report on the Land-Based Detox, Wellness and Recovery project for individuals 18 and over, held September 2-8, 2024, at the Mirage site. The land-based retreat uses a Trauma Focus Orientation approach to resolve trauma and address root causes of substance abuse and addictions. It also employs cultural & traditional approaches to healing, carried out by a team of traditional healers.

The project was sponsored through a partnership of the CBHSSJB's Nishiiyuu Miyupimaatisiiun Department and the Miskasowin Healing Lodge, along with the

Niwakomakanak Organization.



NEXT REGULAR BOARD MEETING

December 10-11-12, 2024





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