

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's Report

The Board received the Resolution Officer's report for June 16 to August 25, 2025. There were 17 complaints received in that period, 13 presented verbally and four written. The number of complaints has been increasing over the past three years, and more mediations are being used to address them, compared to previous years.

The Resolution Officer provided "Conflict Resolution Process" training to YHS management and employees and "Let's Reflect on Ourselves" training on three occasions to other groups, in addition to receiving Cree Arrigah House training. The Resolution Officer is also a member of the Employee Wellness Working Group.

More "Conflict Resolution Process" and "Let's Reflect on Ourselves" trainings are scheduled for different groups in the coming months.



Community Issues, CBHSSJB History, Tour of new CMC and CHB research project exhibit

The Board was updated on community issues. In addition, board members toured the newly completed CMC in Waskaganish and attended the CHB research project exhibit (Improving Indigenous experience at the MUHC) showcasing the photos with caption from Cree participants who travel outside of Eeyou Istchee to receive medical services.

Unfortunately, the presentation on the History of the CBHSSJB did not happen.



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**COMMITTEES OF
THE BOARD**

Governance Advisory Committee (GAC): Legislative Review Update

The Board was provided with an update on the legislative review aiming to modernize Quebec's Chapter S-5, *An act respecting health and social services for Cree native persons*. The objective is to better adapt it to the treaty status and special circumstances of the CBHSSJB, including for Cree language, culture and values. As Chapter S-5 stems from Cree treaty rights under Section 14 of the 1971 JBNQA Treaty, the CBHSSJB is working closely with the CNG on this review.

Efforts to revise S-5 have been ongoing for many years. Most recently, in April 2024 the CBHSSJB presented a draft Table of Contents drawing on different legislative sources and submitted it to Minister Dubé, who committed to the legislative review process.



GAC: Legislative Review Update cont.

May 2024 to July 2025: CBHSSJB and CNG representatives met regularly with MSSS officials to review this document, which includes elements on (among others):

- Minister's Functions
- CBHSSJB Board of Directors (composition, organization, functions & elections)
- CBHSSJB Functions & Powers
- Territorial jurisdiction
- Traditional Healing
- Cultural Safety & Cree Language



GAC: Legislative Review Update cont.

Regular meetings with MSSS officials continue, with sub-groups addressing specific elements of the Table of Contents. The Board will continue to receive updates on the process.



GAC: Cree-Quebec Health Funding

The Board resolved to support the implementation of a three-year interim extension agreement to the 2019-2024 Cree-Quebec Funding Agreement. This extension is required as many of the objectives of the original agreement remain uncompleted due to a range of factors, including the COVID-19 pandemic, the extensive forest fires of 2023, and the greatly increased cost of construction materials and labour.

The Board endorsed a two-year interim agreement in October 2024, but as negotiations with MSSS for this extension have yet to be completed and given the time elapsed, the current resolution now supports a three-year interim agreement. This extension will provide a bridge to a new 2027-2032 Cree-Quebec funding agreement.

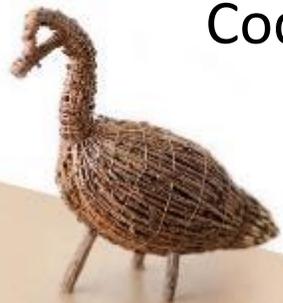


Client Experience & Vigilance Committee: Service Quality & Complaints Commissioner Quarterly Report

The Board was presented with the quarterly report from the Service Quality & Complaints Commissioners covering the period from April 1 to June 30, 2025. The report reviewed complaints and statistics and summarized the activities of the complaints department.

Over the period, 36 files were opened, including seven complaints (six of which have been resolved), 17 requests for assistance, six interventions and six consultations. The previous period saw 21 files opened, while for this period in 2024 the department opened 32 files.

A mandate is also given to the Commissioners to initiate the review process on the Code of Ethics “a Guide for Interveners and Clients” Policy.



Service Quality & Complaints Commissioner Quarterly Report cont.

The Department was active in other areas as well. It made a community visit on “Elders Mistreatment” to Mistissini and is part of the Elders Wellness Working Group and the Working Group on Community Consultations for the Complaints Process, among others. The Department members received Nitutaamh training and participated in the Advanced Issues Ombuds Practice certificate program through Osgoode Hall in Toronto. In addition, the Department is developing communications related to its activities and objectives and began consultations at Espresso in June.



Council of Physicians, Dentists & Pharmacists (CPDP): Nominations of Physicians, Dentists & Pharmacists

The Board approved the CPDP's nominations of the following family physicians for new positions or for changed status, with all nominations effective to December 31, 2027:

Dr. Antoine Béland,
Dr. Hind Sadiqi,
Dr. Philippe Rénier,
Dr. Alexandra Chicoine,
Dr. Alexia De Simone,
Dr. Garud Iyengar,

Dr. Stéphanie Morel,
Dr. Émilie Ma, &
Dr. Kenjay Chan.



CPDP: Nominations of Physicians, Dentists & Pharmacists

The Board also approved the CPDP's nominations of the following specialist physicians, all effective to December 31, 2027:

Dr. Travis Hayes, public health physician;

Dr. Michelle Kwok, specialist in immunology and internal medicine;

Dr. Marie-Pier Poulin-Lord, specialist in pediatrics.



CPDP: Nominations of Physicians, Dentists & Pharmacists

The Board also approved the CPDP's nominations of the following dentists as associate members and replacement dentists, with all nominations effective to December 31, 2027:

Dr. Sabrine Mayada

Dr. Éliane Dallaire

Dr. Jason Loubières

Dr. Zhou Ran Geng

Dr. Raphaelle Martin



CPDP: Nominations of Physicians, Dentists & Pharmacists

Finally, the Board approved the CPDP's nominations of the following pharmacists, with all nominations effective to December 31, 2027:

Ms. Suzanne Campbell, associate member & part-time occasional pharmacist

Ms. Maxime Dionne, active member and permanent half-time pharmacist

Ms. Marie-Claire Desrosiers, active member and permanent half-time pharmacist



Human Resources (HR) Committee: Organization Chart

The Board voted to approve the new Organization Chart developed by Human Resources.

The new chart guides and reflects changes in the structure of the CBHSSJB. These organizational changes include new positions, positions with title changes, and positions which have transferred from one department to another.



HR: Health & Safety Annual Statistics

The Board was updated on health and safety statistics for the period running from April 1, 2024, to March 31, 2025.

HR ran a worker satisfaction survey in 2021, and conducted it a second time from February 17 to April 25, 2025, to compare results. A total of 938 employees participated in this survey, which focused on work climate, work environment and resources, leadership support and job satisfaction. Respondents ranked answers on a scale from Unsatisfied (1) to Very Satisfied (4). All four areas showed slight improvement, and for three areas (work climate, leadership support and job satisfaction) responses were Very Satisfied. The fourth, work environment and resources, earned a "Satisfied" response; notably, it was also the most improved category.



HR: Health & Safety Annual Statistics cont.

The presentation broke down responses for individual questions in each section, and also classified participants by department, job category and years at CBHSSJB. Finally, it identified areas for improvement, primarily in leadership support and workplace environment and resources.



HR: Harassment Complaints Report

The CBHSSJB occasionally receives complaints that lead to formal investigations or mediations; these complaints are managed by an external firm. In 2024-25, the CBHSSJB received 26 complaints, of which 22 were ruled inadmissible and four considered admissible. In comparison, there were seven complaints received in 2022-23 (four admissible) and 15 in 2023-24 (three admissible, five inadmissible and seven under evaluation).

The HR team reported facilitating nine mediations in the past year.

The presentation also broke down complaints by department, indigenous/non-indigenous, and job position.

A mandate to HR to prepare a breakdown of information, when statistics are over 50%, by type of leave and department.



HR: Teleworking Agreement Indicators

The Board was updated on teleworking procedures. The current Telework Procedure was implemented in December 2021, during the COVID-19 pandemic. It aims to identify the terms and conditions of application for teleworkers and to inform employees and managers of the rights, responsibilities and conditions of telework, among other things.

Overall, staff response to the telework procedure has been positive.



HR: Teleworking Agreement Indicators cont.

As the telework procedure was implemented in 2021 during the height of the pandemic and the context has since changed, it now needs to be reviewed. To that end, a Telework Review Committee will be created to review studies and internal data, analyse current telework practices, and align the procedure with the CBHSSJB's long-term organizational goals.

Currently 93 employees are teleworking in Administration, 70 in Miyupimaatsiun, 35 in General Management, and 13 in Pimuhteheu. There are none in Nishiiyuu Miyupimaatsiun.



Audit Committee: Appointment of External Auditor

The Board voted to appoint the firm of Raymond Chabot Grant Thornton S.E.N.C.R.L. as external auditor.

This firm was selected, following a call for tenders, to act as auditors from 2022 to 2026, subject to annual appointment of the Board. The Audit Committee continues to be satisfied with the work done by this firm.

2025-2026 being the last year of the 4-year mandate with Raymond Chabot Grant Thornton, the call for tender process for selection of external auditor will be initiated during the summer 2026.



Audit Committee: Approval of Financial Report

The Board approved the Quarterly Financial Report (AS-617 Period 3) of 2025-2026.

Highlights of the quarter include a reduction in nursing agency costs, an increase in salary due to the signing of a new collective agreement, and an increase in transportation costs (charters) and EVAQ.



Audit Committee: CBHSSJB Budget Evolution over the years

The Board was provided with a summary of the CBHSSJB's budget history from 2000 to 2025.

The summary showed the steady increase in the budget from 2000-2004, with no Cree-QC health agreement, through the first Cree-Quebec Health Funding Agreement (2005-2013), the second Cree-Quebec Health Funding Agreement (2014-2019), and the third Cree-Quebec Health Funding Agreement (2019-2024).



Audit Committee: Accumulated Surplus 2025/26 & List of Contracts

The Board was updated on the CBHSSJB's accumulated surplus. The "restricted surplus" is designated for the purchase of new medical and midwifery equipment, vehicles and kitchen equipment. The "unrestricted surplus" remains available for addressing emergency needs.

The Board was also presented with a list of contracts for over \$250,000. There are ten contracts on this list.



Audit Committee: Authorized Signatories for Computerized Cheques

With the retirement of Daniel St-Amour, it is necessary to update the signatories for computerized cheques to ensure continuity of the Finance Department's functions.

Consequently, the Board approved the placement of the signatures of Christina Biron, interim Executive Director, and Jean-François Champigny, Director of Financial Resources, on a signature plate to be used for computerized cheques.



Council of Midwives: Service Contracts

Following the recommendation of the Council of Midwives, **the Board voted to approve Sophie Dalemans and Zoé Robertson on a temporary full-time basis starting on October 6, 2025.**

Dalemans' contract runs to August 24, 2026, while Robertson's goes to September 7, 2026. Both midwives are in good standing with the Ordre des sages-femmes du Québec; the contracts specify their working conditions and responsibilities.



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, teal font.

**CORPORATE
SERVICES**

Election Date & Appointment of Returning Officer

The Board approved November 17 as the date for the election of clinical staff and non-clinical staff representatives to the Board of Directors.

The Board also appointed Laura Moses, Director of Corporate Services, as the returning officer for the election.





**GENERAL
MANAGEMENT**

Executive Director Mandates

The Board went over the Executive Director's mandates from the previous Board meeting held on June 10-11-12 2025. The overview noted whether the mandates had been completed and if they required any necessary follow-ups.



Capital Projects Update: Projects in Planning

The Board was updated on a range of capital projects that were either in planning, currently being executed, or on hold pending funding.

Projects in planning

- Pre-construction work for the **CMC Oujé-Bougoumou** has been 99% completed. The budget is being updated and sent to MSSS for authorization, and a call for tender will be issued during winter 2025-26, with construction expected to begin in spring 2026.



Capital Projects Update: Projects in Planning cont.

- The **Regional Hospital of Eeyou Istchee** in Chisasibi is in the final stages of preparing the business case for deposition and is waiting MSSS acceptance of the revised budget. Construction of driven piles should begin in spring 2026.



Capital Projects Update: Projects in Planning cont.

- Planning for the Chisasibi **Healing Lodge** is 99% completed and almost all documents needed to go to tender have been compiled. Next steps include construction planification.
- The **Special Needs and Wounded Spirits facilities** in Eastmain are in the process of developing a clinical plan and managing the CRRC transition, with completion expected in Winter 2026. A new PPRO will be introduced before long.
- **Ashuukin Services** in Waswanipi is developing governance policies and procedures; 95% of building modifications have been completed. Next steps include receiving formal acceptance from MSSS, introducing a new PPRO, and installing hemodialysis equipment.



Capital Projects Update: Projects in Execution

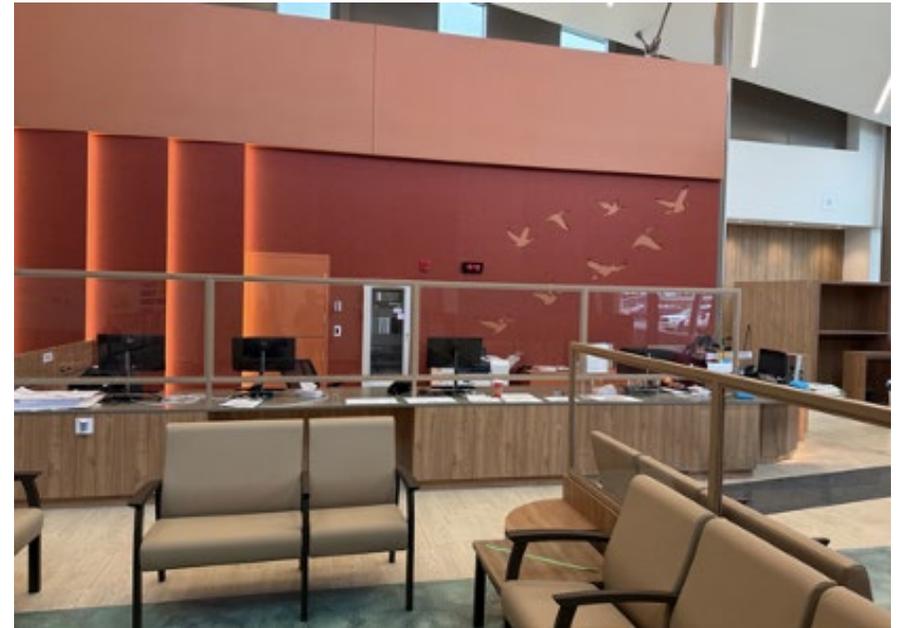
- Construction for the **Birthing Home** in Waskaganish has been 80% completed. Pavement and interior systems are being set up, with equipment and furniture to be ordered soon.



- The **Long-Term Care Facility** in Chisasibi is 85% constructed, with interior systems and flooring being installed. It should be commissioned in Winter 2026 and opened in Spring 2026.



- The new **Waskaganish CMC** has been completed, with final work now being done on correcting deficiencies and paving. Final orders are being co-ordinated and the opening is set for the end of October.



Capital Projects Update: IT & Admin Projects

The update also noted a number of IT and Administration projects in planning or execution stages. These include, among others:

- IT projects: Master Patient Index (planning), community pharmacies in CMCs (execution) and Electric Medical Records (completed)
- Administration projects: NISK primary care project (execution), midwifery technical & administrative processes (complete).



Capital Projects Update: On Hold, Pending Funding

Projects on hold, pending confirmation of funding, include

- Long-Term Care Facility in Mistissini
- 80-unit transit facility in Chisasibi
- Administration Building in Eastmain
- 40-unit transit facilities in Mistissini and Waskaganish
- Long-Term Care Facility in Waskaganish



Public Health Activities & Updates/CNESST Prevention Activities

The Board was updated on activities in the Public Health (PH) department, including the reorganization of the department, the clarification of roles and responsibilities within PH, and the process of developing the PH regional action plan (part of the Strategic Action Plan).

Part of this plan is a tour of the nine communities of Eeyou Istchee. Among other things, the tour aims to strengthen partnerships with the communities, to ensure each community receives consistent, culturally grounded public health support, and to discuss collaborations with the goal of shaping better health through improving health determinants and protective factors and reducing risks.



Continuation...PH Activities

The presentation also covered PH's relationship with Quebec's Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST), the provincial organization responsible for promoting and enforcing workplace rights and obligations for workers and employers. This portion of the presentation updated the board on PH's relation to CNESST, as PH is responsible for monitoring and addressing the occupational health and wellness concerns of all CBHSSJB employees.



Strategic Regional Plan Update

The Board was updated on the progress of the CBHSSJB's Strategic Regional Plan (SRP) 2023-2030, which, according to Board policy, must be reviewed and updated every two years. The SRP outlines the organization's objectives and provides a basis for negotiating the next health funding agreement.

The SRP indicators and dashboard, which will mark the progress of the SRP, are currently being developed. A digital report has been created to share information on the SRP with internal and external partners, as well as community members.

Modification on the indicators is required to ensure proper reflection on the quantitative and qualitative data for the SRP.



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

Implementation of NISK Model of Care – Waskaganish Pole

The Board was updated on the planning and implementation of the NISK Model of Care in the Waskaganish Pole. Waskaganish's first Primary Care Team started on September 15, and the goal for the entire population of the community to be followed by a Primary Care Team by the start of 2027; in addition, all primary care team positions are to be filled by December 31, 2026 (dependant on the construction of transit units).

For Nemaska, the targets are to have the first Primary Care Team by January 2026, with 225 people being followed by a Primary Care Team by July 30, 2026, and 100% of positions filled by April 1, 2026. For Eastmain, targets are to have the first Primary Care Team by March 31, 2026, and to add a second Primary Care Team within six months.



Implementation of NISK Model of Care – Waskaganish Pole cont.

The Board was informed that a change management consultant has been hired to assist with the change to the NISK model. The presentation also summarized the short term, mid term, and long term goals of the new model of care, and outlined the focus of meetings with managers in preparing them for the NISK model.

Finally, the Board was informed of next steps for implementing the NISK model of care, focusing on the specific steps to be taken for each community as well as for the regional proximity director.



Cree Home and Community Program Care Update

The Board was updated on the Cree Home and Community Care Program (CHCCP), which supports 335 clients with care plans developed through a collaboration of an interdisciplinary team with clients and caregiver(s). CHCCP workers together log over 60,000 hours annually, providing short and long term services to clients. Reasons for Home Care include physical frailty, dementia, physical disability, chronic disease, complex wounds, post-surgery rehab and end-of-life needs. Most care (70-80%) is provided by health aides, with 20-30% being provided by nurses and allied professionals.

The Board was informed of annual highlights as well as next steps, which include incorporating the CHCCP into the new model of care, including an “extended home care” program being piloted in select communities.



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.

NISHIIYUU

Nishiiyuu Miyupimaatisiun Beauty for Ashes Update

The Board was updated on the Beauty for Ashes pilot project, approved by the Board in September 2022 to address root causes of health and social issues in Eeyou Istchee. The program, based on the (Alaska) Southcentral Foundation's Family Wellness Warriors Initiative (FWWI), follows a multi-year timeline which involves adapting FWWI principles to the Cree environment, training trainers, and engaging local resources. Twelve participants from Eeyou Istchee had previously received training/orientation in FWWI principles at Arrigah House in Anchorage. Summer 2025 saw further Arrigah House trainings, with Cree trainers shadowing FWW trainers. The next Arrigah House event will take place before March 2026.



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, semi-transparent circle is centered over the image, containing the text 'PIMUHTEHU' in a bold, blue, sans-serif font.

PIMUHTEHU

Youth Protection Commission Report

The Board reviewed Volume One of *Maamiinupitihtaau: The Final Report From The Chaashtipishtihch* (the Final Report of the Youth Protection Commission). Volume One outlines the report's organization, provides a detailed context for the report, gives an overview of the history of responsibility for children in Eeyou Istchee before, during and after the Indian Act, and outlines the current situation in Eeyou Istchee, concluding with a summary of findings and recommendations.

Volume Two, soon to come, will provide detailed reports of the commissioners' consultations with community members, regional services, and other groups both internal and external to the CBHSSJB. The Appendices to the report will include a list of recommendations, among other items.



Miskasowin Healing Lodge Update

The Board was informed of progress on the Miskasowin Healing Lodge (Wellness Recovery for Addiction Centre project). The project is currently in the third phase of its four-phase implementation. During this phase, land-based projects are being piloted, recruitment completed, collaborations and partnerships are being developed, and training and certification are taking place. Key milestones have included the securing of site for the healing lodge, the naming of the healing lodge, the delivery of six land-based projects, and the recruitment and training of six staff.

Next steps include further land-based projects, completion of the program framework manual and operational guide, stakeholder engagement, setting up an internal working group, and furthering the cultural village project at the lodge site.



Miskasowin Healing Lodge Update cont.

The Board was also given an overview of the Miskasowin Healing Lodge's mandate of delivering a land-based iyiyuu/iinuu Wellness Recovery Centre for Addictions and land-based pilots, building towards the integration of western and traditional Cree approaches in support of holistic wellness. The mission statement notes that "The Miskasowin Healing Lodge team guides individuals, families and communities to attain Iyiyuu/iinuu miyupimaatisiun." The Board was provided with a philosophical and practical overview of how the Miskasowin Healing Lodge will operate to fulfill this mission.

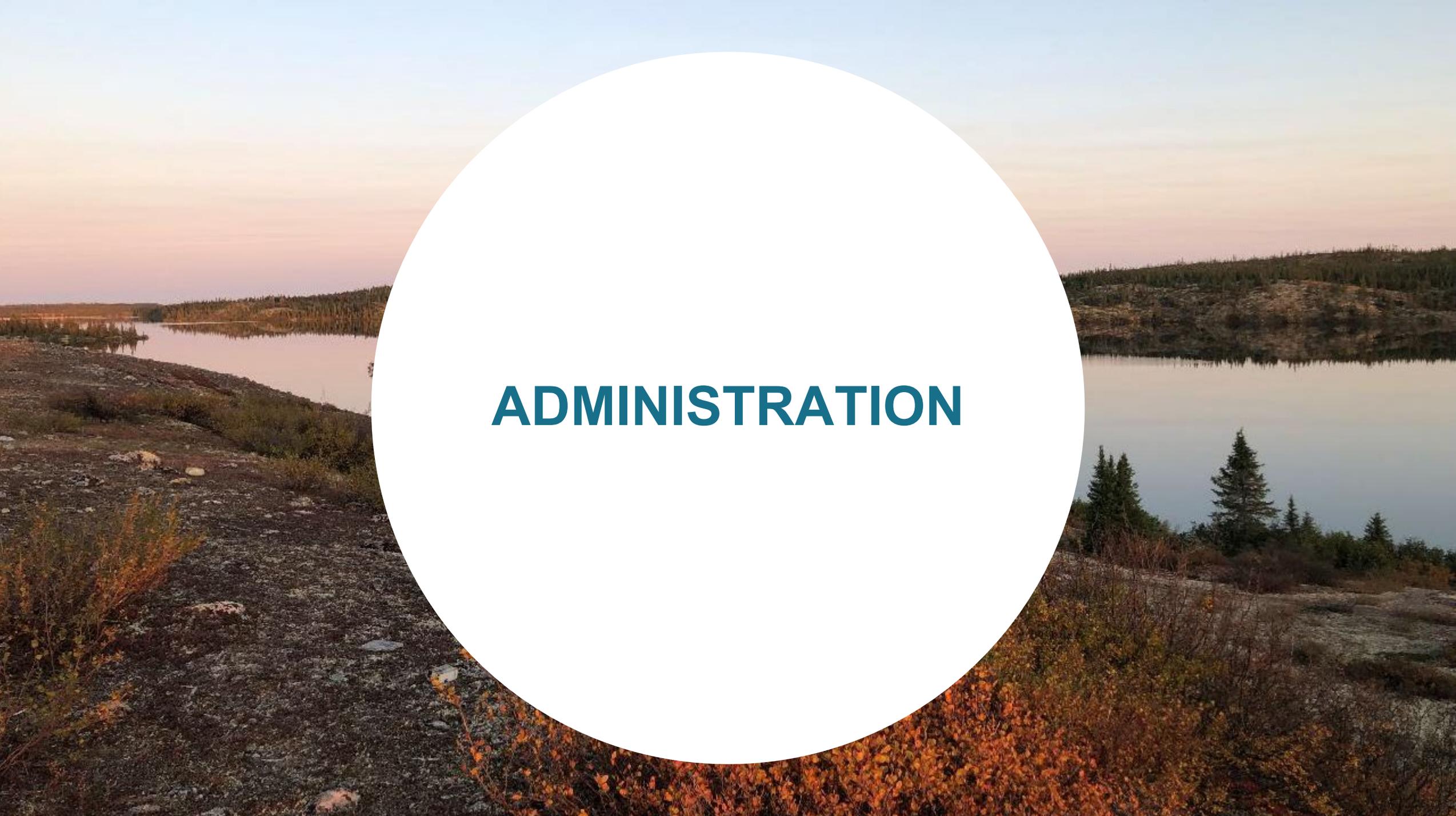


Limitation of Freedom & Intensive Supervision Statistics

The Board received Youth Healing Service's summary of limitations of freedom, intensive supervision and use of detention/isolation, broken down by gender and facility (Reception Centre, Upaachikush Group Home, Weesapou Group Home), for the period from June 2025 to August 2025.

The summary also gave an overview of the number of youth in YHS, broken down by the cause of placement (YP Act or YCJ Act), facility, age, gender, activities undertaken and other data.



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ADMINISTRATION

Sibi Air Service Update

The Board was informed of the launch in March 2025 of Sibi Air Service. Sibi Air is an air ambulance service based in Chisasibi and Montreal, serving the communities of Eeyou Istchee. It is owned by the Cree Nation of Chisasibi through the subsidiary CBDG Inc. The presentation included an overview of services offered by Sibi Air's team of aviation and medical staff.

Sibi Air will be 2nd on call for medevacs and act as a back-up when Propair is unable to take the request.



Overview of CBHSSJB Transportation Statistics

The Board was provided an overview of regional and inter-community transportation statistics for the 2024-2025 fiscal year, during which there was a total of 117,500 arrivals/departures – including patients, staff and health professionals. For patients alone, there were 90,795 instances of travel, including by air (53%), car (29.7%), CHB van (11.2%), bus/taxi/train (3.4%) and medevac/ambulance (2.8%). The presentation also presented statistics on reasons for travel regionally and between communities.



Supplier for Inspection & Maintenance of Fire Alarm and Sprinkler Systems

The Board approved Protection Incendie Troy Ltée as the supplier for the inspection and maintenance of fire systems in Eeyou Istchee, for the period running from 2025-2030.

Protection Incendie Troy Ltée was one of two suppliers responding to the call for tender launched in March 2025; their bid was the lowest of the two.



Supplier for Renovation of Eastmain MSDC

The Board approved A&F Finition Experts Inc. as the supplier to complete renovations at the Eastmain MSDC.

The renovations are necessitated due to a flood occurring in the MSDC on March 1, 2024. A&F Finition Experts was one of two suppliers responding to the call for tender launched in April 2025; their bid was the lowest of the two.



Nomination of DSPQA – Social

The Board approved the nomination of Emilie Desnoyers as DPSQA – Psycho-Social on a permanent full-time basis effective on September 14, 2025.

This position had been vacant since January, 2024, and has been filled on an interim basis since September 2024. The nomination is subject to a one-year probation period.



NEXT REGULAR BOARD MEETING

December 9-11, 2025 in Montreal





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