



CBHSSJB BoD Summary

10-11-12 March 2026

Chisasibi

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**

Community Highlights: Chisasibi

Community representatives updated the Board on community issues and highlights for Chisasibi, Nemaska, Oujé-Bougoumou & Washaw Sibi.

Chisasibi issues & highlights included

- Questions over possible honoraria and updates for those involved with the Hospital Design Committee,
- Support for cancer patients and family, especially those going to Montreal for treatment
- Support to enable BSW students to pursue their education without losing employment or being unable to meet financial responsibilities, and
- Questions about challenges in hiring new Eeyou/Eenou employees



Community Highlights: Nemaska

Some Nemaska issues & highlights included:

- Enhanced local control on services, programs, administration and budget
- Preparation for the local assembly & the CBHSSJB annual assembly
- Community meetings for employees/work groups
- The yet-to-be-completed CMC isolation room
- Need for a proper facility/work space for the maintenance team



Community Highlights: Oujé-Bougoumou

Some Oujé-Bougoumou issues & highlights noted:

- The Elders Care Centre remains a priority, as do language and culture initiatives
- Homelessness, Drugs and Addiction needs must be addressed, and have received some funding
- Food bank has provided some support for families and individuals in need
- Construction is underway for the land-based camp
- The CBHSSJB continues to build partnerships with local entities



Community Highlights: Washaw Sibi

Washaw Sibi issues/highlights include:

- Regular meetings with Matagami mayor René Dubé and council to discuss the future site of Washaw Sibi
- Liaison officer to be stationed at Matagami office for Washaw Sibi
- Voting among members will identify final site for Washaw Sibi
- Declaration of intent signed by members committed to moving to the new site
- Meetings with the five communities that have agreed to transfer 1 KM Category 1A lands to Washaw Sibi
- Limited funding fails to address some health issues and fund topics on health care, and is insufficient to hire a program coordinator for these activities/initiatives



Clinical Community Highlights and issues

- Springboard to nursing program
- SW program
- Increasing transplant rates
- Caregiver “staycation” program
- Access to care and gaps in services
- Staff wellbeing incentives



Cree-Quebec Health Funding Agreement Update

The Board was updated on the status of negotiations for the new Cree-Quebec health funding agreement and support for capital projects. A new proposal for a three-year extension was approved by the CBHSSJB Board at its September meeting and the proposal was submitted to the MSSS at the end of October. The Strategic Regional Plan report and the Annual Action Plans for 2025-26 and 2026-27 were submitted in January, the Socio-Health Profile submission was made in March, and negotiations are underway.



Cree-Quebec Health Funding Agreement continued

The Funding Framework would cover

- CBHSSJB operations funding (both general base allocations, specific allocations and special allocations),
- Investments for capital, equipment and information systems
- Numbers and remuneration of physicians and dentists

Steering committees include the Cree-Quebec Standing Liaison Committee, the Eeyou Tripartite Table (with leadership from the CBHSSJB, CSB and CNG) and the Steering Committee on Health.



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: Policy to Prevent and Manage Situations of Discrimination, Harassment and Violence in the Workplace

The Board voted to approve the new *Policy to Prevent and Manage Situations of Discrimination, Harassment and Violence in the Workplace*.

This policy replaces the *Policy to Promote Respect and to Counter Discrimination, Harassment and Violence in the Workplace*, which was approved in March 2021. The new policy will reflect the evolution of the applicable principles regarding harassment and violence in the workplace that have developed over the past years.



GAC: Code of Conduct for Persons Using Wiichihiituwin Services

The Board voted to approve the new *Code of Conduct for Persons Using Wiichihiituwin Services*.

This policy replaces the *Wiichihiituwin Accommodation Policy*, approved in June 2019. The new policy will broaden its application to all Wiichihiituwin facilities and services, including offices and transportation.

This Code of Conduct applies to everyone using Wiichihiituwin services. It also provides a framework for the CBHSSJB to promote safe environments in accommodation facilities, transportation services and other spaces used by Wiichihiituwin, including for the security and well-being of the persons to whom the Code of Conduct applies.



Vigilance & Client Experience Committee: Service Quality & Complaints Commissioners Report

The Service Quality and Complaints Commissioners submitted their quarterly report covering the period from 1 October 2025 to 31 December 2025. The report reviewed complaints and statistics & summarized the activities of the Commissioner's Office.

A total of 38 files were opened: 3 complaints, 18 requests for assistance, 10 interventions and 7 consultations. The review noted the means of submission of these files and broke down the complaint submissions according to the nature of the complaint as well as the associated community and service. All complaints were addressed and the files closed within 180 days. One file was transferred to the medical examiner.

Activities included meeting with the Executive Director, training in Nemaska on Elders mistreatment, participating at the FNHMA Conference, the Regional Miyupimaatsiun meeting and the Nishiiyuu Elders Council, providing Nitutaamh training, and holding monthly meetings with the Elders & Caregivers Wellness groups.



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

The Board approved the CPDP's nominations of the following 10 family physicians and one specialist for new positions or for changed status, with all nominations effective to 31 December 2017:

Dr. Sanjeet Singh Saluja

Dr. Sarah Khalil

Dr. Nicholas Schirmer

Dr. Julien Sénécal

Dr. Marie Carmen Berlie

Dr. Nicola Smith

Dr. Sina Rusta-Sallehy

Dr. Eve Forcier-Doddridge

Dr. Kim Lan St-Pierre

Dr. Alexandra Chicoine

Dr. Héloïse Bernard, pediatric psychiatry



CPDP: Nominations ...continued

The Board also accepted the resignations of the following family physicians:

Dr. Gerald Dion

Dr. Daniel Poplawski

Dr. Nicole Seben

The Board accepted the nominations of the following dentists, effective to 31 December 2027:

Dr. Éliane Thibault-Eybalin

Dr. Laurance Bélanger

Dr. Ashley Cameron Bussière

Dr. Amelie Clavel



Audit Committee: Approval of Quarterly Report

The Board approved the Quarterly Report AS 617 P9 submitted by the Director and Associate Director of Financial Resources.

The report highlighted the accumulated surplus, the nursing agency budget, air transport and accommodations (CNIHB), and budget variances.



Audit Committee: Analysis of MSSS Accounts Receivable

The Board was updated on the MSSS accounts receivable. The report noted that projections from the current year have been submitted to the MSSS and that an advance of \$65 million has been paid to cover CNIHB and the cargo premium.

Letters have been sent to the MSSS concerning finances for special needs, physician assistants, laboratory fees and a transitional home in Mistissini.



Audit Committee: 2026-2027 Budget Process

The Board was updated on the budget process of 2026-2027. Guiding principles include alignment with strategic priorities, extensive collaboration with all levels of management, and ongoing monitoring to ensure compliance, identify variances, and support any necessary adjustments.

The Board was informed of timelines, the roles of different working groups involved in the process, and the stages of implementing the budget.



Audit Committee: External Auditor Call for Tenders

The Board was updated on the Call for Tenders process for an external auditor.

A public call for tender will be launched this summer. Prior to this, a selection committee will be created to include the following members: Internal: Finance, Walter Malin, Audit Committee Member, Thomas Jolly; External: Bessie House, Guy Plante, and Peter Bergeron (consultant).

Criteria for the external auditor will include experience in the health sector, experience with First Nations organizations, available resources and calendar space, and the proven capacity to deliver a report on time.



Risk Management Committee: Incident/Accident Statistics

The Board was presented with Incident/Accident (I/A) statistics for the period of April 1, 2025, to January 31, 2026. A total of 871 I/As were reported in this period, compared to 979 for the same period last year. Of these, 85% had no consequences for the client, 7% required reassessment to confirm the absence of consequences, 2% resulted in temporary consequences, and 6% had to be reviewed by managers to determine their severity level. The Risk Management team ensures that managers identify measures to address I/As.

No sentinel events were reported in this period; the total number of sentinel events for the year remains at four.



Risk Management Committee: Incident/Accident Statistics

Most frequently, I/A reports involve medication, appointment scheduling, laboratory, treatment and transportation; these categories represent 75% of all I/As. To address medication-related incidents, the Risk Management Team is leading a working group with DPSQA-Health and the Pharmacy Department on the safe medication circuit, with completion expected by June 2026.

The Risk Management team ensures that managers identify measures to address I/As.

Next steps involve reinforcing I/A reporting practices, ensuring timely follow-up and feedback to managers and employees, and strengthening collaborations with external partners.



A scenic landscape featuring a calm lake reflecting the sky, surrounded by trees and a rocky shore. A large white circle is overlaid on the center of the image, containing the text 'CORPORATE SERVICES' in a bold, blue, sans-serif font.

**CORPORATE
SERVICES**

Acceptance of New Board Member

The Board formally accepted Janie Wapachee as the representative of Ouje-Bougoumou on the CBHSSJB's Board of Directors for a 3-year term.

The election for Board representative was held in Ouje-Bougoumou on December 18, 2025, and Janie Wapachee won the majority of votes. This election result was ratified by the Chief and Council of the Ouje-Bougoumou Cree Nation at a meeting on January 13, 2026.



Appointment of Members on Board Committees

The Board approved the appointment of members to the position of Vice-Chair and to the Administrative/HR and Audit Committees.

The Board is required to appoint a Vice-Chair each year. The Board appointed Pauline Lameboy (Chisasibi) to fill this role for a one-year term.

The Board is required to appoint four members to the Administrative/HR committee, in addition to the Chair and the Executive Director. The Board appointed Pauline Lameboy, Robert Auclair (Whapmagoostui), Thomas Jolly (Nemaska) and Liz Hester (non-clinical staff representative) to one-year terms on this committee.

The Board is also required to appoint three members to the Audit Committee; the Board re-appointed Pauline Lameboy and Thomas Jolly and appointed Bert Blackned (Waskaganish) to one-year terms on this committee.



Schedule of Meetings 2026-2027

The Board reviewed the schedule of meetings for the coming fiscal year. The schedule identifies four annual regular Board of Directors meetings (in June, September, December and March) as well as meetings of the different committees of the Board. Special Board meetings are scheduled as needed.





**GENERAL
MANAGEMENT**

Executive Director's Mandates

The Board reviewed the Executive Director's mandates from Board directives assigned at the December 2025 meeting. The presentation also noted some of the Executive Director's engagement opportunities with other groups internal and external to the CBHSSJB. A summary noted which mandates have been completed and which remained in progress.



Development Funds Update

The Board was updated on development funds and the Health Funding Agreement. The presentation provided contextual information followed by an in-depth analysis of funding for Administrative Services, General Management, Miyupimaatsiun, Nishiiyuu Miyupimaatsiun, and Pimuhteheu.

For each of these the presentation provided a general overview as well as an overview of each department and a summary of priorities and capital projects.

The presentation concluded by outlining next steps.



PMO Optimization Options – Patient Lodging in Montreal

The Board approved the development of a comprehensive set of options to optimize future lodging services for clients and caretakers in Montreal.

This process would involve the CBHSSJB's Executive Director as well as the PMO – Capital Projects and Wiichihiituwin, in collaboration with appropriate partners. After exploring a full range of options, the ED will submit a report to the Board outlining all proposed options, including financial impacts, risk assessments, and recommended pathways.



Annual Action Plans 2025-2026 and 2026-2027

The Board voted to approve the annual action plans for 2025-2026 and 2026-2027.

The action plans include three funding envelopes identified in the funding framework submitted to the MSSS on 31 October 2025:

- Human Resources
- Capital Investments
- Information Systems and Information Technologies (further separated into IT PMO and IT Department)

Funding for these three areas is also outlined in the action plans.



Service Agreements for Specialized Dental Services

The Board approved three service agreements for specialized dental services.

Dr. Clifford B. Simon and Dr. Guillaume Isabel will provide orthodontal services for terms ending on March 31, 2027 (Simon) and March 31, 2028 (Isabel).

Dr. Samuel Agoua will provide denturology services for a term ending on March 31, 2029.



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

Bell Mobility Service Amendment

The Board approved an amendment to Bell Mobility Services that will extend the service agreement with Bell Mobility to June 16, 2027.

The current service agreement is set to expire on June 16, 2026. The one-year extension gives the CBHSSJB time to investigate other cellular mobility service providers to potentially support the Cree economy.



Uninterruptible Power Supply Equipment

The Board approved Nortech Télécom Inc to upgrade the CBHSSJB's Uninterruptible Power Supply (UPS) systems.

This upgrade will include the replacement of obsolete UPS equipment.



Proposed IT Master Plan Agreements

The Board was updated on proposed IT Master Plan agreements. The presentation covered a history of IT Master Plan agreements, including the initial IT Master Plan (2012) and IT Master Plan 2.0 (2019). It summarized reimbursements under these plans and the status of remaining funding, prior to providing an overview of the new IT agreements in place from 2025 to 2028.



Cree Succession Leadership

The Board was updated on the framework for the Cree Succession Leadership plan. This presentation began with a summary of the context and key partners, discussed strategic planning for critical positions within the CBHSSJB, and presented the process for identifying these positions and likely candidates to fill them. It then summarized the personal development plan structure that would guide candidates once they have been identified.



Service Contract with MediSolution

The Board approved a service contract with MediSolution (2009) Inc. for licenses and maintenance support for GPRH (payroll and HR management) and GRFM (financial management).

The current contract with MediSolution expires on 31 March 2026. The new contract will run from April 1, 2026, to March 31, 2029.



Printer Services with Xerox (Canada)

The Board approved a contract with Xerox (Canada) for printer support and maintenance and ink replenishment.

The current contract, which has run for five years, expires on April 18, 2026. The new contract runs from April 19, 2026, to April 18, 2031.



Wiichiituwin Out-of-Community Clients

The Board was informed on processes for Wiichiituwin out-of-community clients. Since October 2024, some beneficiaries living outside the communities have been redirected to their communities, causing misunderstanding and insufficient services.

The CBHSSJB is bound to provide Cree NIHB coverage to Cree beneficiaries under the JBNQA. This includes those living in Cree communities, those living in Cree territories but not communities, those living off-territory for less than 10 continuous years, and those living off-territory for more than 10 continuous years for health or educational services, or to work for Cree entities.

It does not cover Cree beneficiaries living off-territory for more than 10 continuous years; these individuals are covered by Health Canada, but can regain CBHSSJB coverage if they move back to Cree territory.



Wiichihiituwin Out-of-Community Clients

Currently there are 1439 individuals living off-territory but covered by Cree NIHB under Complimentary Agreement 29.

The presentation also provides a projection of services anticipated in the future and outlined approaches to meeting these needs.



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

MIYUPIMAATISIUN

Chisasibi Pole NISK Model of Care update

The Board was updated on the NISK Model of Care implementation in the Chisasibi Pole (Chisasibi, Wemindji & Whapmagoostui).

Project charters are being developed in Wemindji & Whapmagoostui; Chisasibi has completed this stage.

To date Chisasibi has two NISK Primary Care Teams (PCTs) and aims to create five by April 2026. Wemindji aims to create two NISK PCTs and one floating team that will provide services for the entire community. Whapmagoostui aims to create one NISK PCT by December 2026 and a second by December 2027.



Chisasibi Pole NISK Model of Care update

Change management workshops will help ease the transition to the NISK model of care in these communities.

The presentation also covered timelines, short-, mid- and long-term goals, and outlined the content/foci of meetings with managers. In addition, it noted key stakeholders (local providers, communities, and regional partners), and next steps for each community and for the regional proximity director in the implementation of the NISK model of care.



Supplier for Glucometers & Test Strips

The Board approved Roche Diabetes Care as suppliers for glucometers and test strips, necessary for managing diabetes.

The Board had approved Roche Diabetes Care for a five-year period beginning in 2019; this expired in March 2024 but has been extended without a formal agreement to January 2026. The new agreement runs from January 26, 2026, to January 25, 2029, with two optional one-year renewal terms.



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.

NISHIIYUU

Family Group Conferencing

The Board was updated on the Family Group Conferencing (FGC) initiative. The presentation summarized challenges, FGC activities and staffing by community as well as program development and trainings for implementation.

Referrals to FGC can come through Youth Protection or families can self-refer.

Eight trainees participated in a three-day training session.



Programming Tool –Nishiiyuu

- The aim of the Programming Tool is to align Nishiiyuu services with the Strategic Regional Plan 2023-2030 by emphasizing Cree culture and autonomy to promote land-based healing activities, increase the number of people who feel culturally safe in their interactions, and improve overall health and well-being.
- Nishiiyuu will enable clients to book their own reservations through the regional calendar on Care4 and oversee the department's events and activities. Clients will be able to access available services directly and organise the necessary logistics, including travel and accommodations, via the Nomadis platform.



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 superimposed over the center of the image, containing the text 'PIMUHTEHU' in a bold, blue, sans-serif font.

PIMUHTEHU

Maanuuhiikuu Update

The Board was updated on Maanuuhiikuu mental health services. This included a summary of the program's first years and key achievements since 2022 as well as service distribution by community. Main endeavors over the past year include the Pathways to Healing Gathering, partnerships with CSB and WESC, the August 2025 Residential School Gathering, and an exploration of intensive therapy processes.

The presentation noted increased service use and rising costs, among other challenges, and identified some priorities for the coming year, including providing Cree Focusing Oriented Trauma Training, establishing working groups, and reviewing intensive therapy referrals and processes.



Emergency Measures Update

The Board was updated on emergency measures, starting with a summary of system changes under Bill 15. These changes have included many responsibilities being transferred from the MSSS to Santé Québec, including leadership in civil security, which includes emergency measures. The update also reviewed standard emergency colour codes and summarized first responder activities in the nine communities. First responder agreements are still being negotiated, so there remains a need to secure MSSS funding for first responders.



Emergency Measures Update

The update also described the Nâtimâchâukimikw – Mobile Health Unit trainings held in September 2025 and February 2026.

In addition, it summarized the recent activities of the Wîchihîwâuwin Emergency Steering Committee (WESC), which coordinates psychosocial and mental health responses during emergencies.

Finally, it provided an overview of the Bush Kit program. The Program is designed to encourage traditional culture, promote wellbeing and reduce negative experiences in the bush, increase the ability of Cree land users to handle health care in the bush. 279
Traplines are covered. An event will be organized at the end of March 2026 with Canadian Space Agency, CTA and Chisasibi Medical staff on ADAMS communications tools.



Support Program for Autonomy of Seniors

The Board was updated on the Support Program for Autonomy of Seniors (SAPA). The presentation summarized total admissions and respite requests by community. Notably, of the new requests for long term care received in 2025, over half came from Chisasibi and Mistissini.

The presentation described renovations and upgrades to the Mistissini Elders Home and summarized some of the programs and services provided by the Elders Home.

It also updated progress on the Chisasibi Elders Home, where transfer to the new building is anticipated to take place in summer 2026.



Out-of-Province Placements & Respite Plans

The Board approved the 2026-2027 Out-of-Region Placement and Respite Plan.

These placements are required to support Cree beneficiaries with complex disabilities and whose care and intervention plans require services not available in Eeyou Istchee.

Each contract reflects the individual needs of the client and includes financial measures and support for cultural links and home visits.



NEXT REGULAR BOARD MEETING

2-3-4 June 2026





CREEHEALTH.ORG