

CBHSSJB Board of Directors Meeting Summary

December 6-7-8 2022

Double Tree Hilton

Gatineau

A scenic landscape featuring a calm lake reflecting a soft, pastel sky at dawn or dusk. The foreground is a rocky, sparsely vegetated shore with some autumn-colored shrubs. In the background, a dense forest of evergreen trees lines the far shore. A large, white, semi-transparent circle is centered over the image, containing the text "OFFICE OF THE CHAIRPERSON" in a bold, blue, sans-serif font.

OFFICE OF THE CHAIRPERSON

Strategic Regional Plan (SRP) Consultation

The Board was updated on client satisfaction and SRP survey results that will inform the next Strategic Regional Plan (2023-2029). While the Client Satisfaction results are final, the SRP survey will continue until December 23rd, with results to be tabulated and analyzed in the new year.

Client Satisfaction Survey findings will allow the Cree Heath Board to identify what works well, what areas need improvement, and how to address these. Overall, it should be noted, results have been positive. The survey questionnaire was returned by 722 individuals, and 167 participated in focus groups.



The Strategic Regional Plan survey results thus far include responses from 556 participants, responding to the survey either manually or on-line.

These preliminary results identify elements most important to physical, mental, emotional and spiritual health. It also identified areas where respondents thought the CBHSSJB could do better and which areas would benefit from collaboration with other entities.



The board was given the opportunity to go through the exercise to identify strategic priorities for 2023-2029.

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COMMITTEES OF THE BOARD

Governance Committee: Update on Revising CBHSSJB Legislative Framework

The Board was updated on the Memo of Understanding on the process with the Ministère de la Santé et des Services Sociaux (MSSS) to revise and modernize the CBHSSJB's legislative framework.

One key objective is the reinforcement of the Cree character of the CBHSSJB, the provision of traditional Cree healing methods, and a youth protection provision that is better adapted to Cree culture and reality.



Revising CBHSSJB Legislative Framework continued

The CBHSSJB Chair met with QC government representatives in November 2022, with government representatives expressing concern over some aspects of the MOU and the detailed technical proposal submitted by the CBHSSJB in the fall. Their concerns focused on such issues as autonomy, jurisdiction and partnerships. The MOU is being redrafted to address Ministry concerns while remaining true to the needs and objectives of the CBHSSJB expressed in the MOU's original version.



Governance Committee: MSSS Acceptance CNIHB Management Framework

The Board was informed of the MSSS's acceptance and confirmation of the management framework of the Cree Non-Insured Health Benefits.



Vigilance Committee: Commissioners of Complaints and Quality Assurance Quarterly Report

The Commissioners of Complaints and Quality Assurance deposited their quarterly report, covering the period from July 1 to September 30, 2022. The report summarized and provided comparisons for the number and nature of complaints by community and service.

Commissioners' ongoing activities include the revision of the Code of Ethics as well as participation in the Commissioners--Cultural Safety Working Group, bi-weekly meetings with the Executive Director, and monthly meetings of the CHB Medical Cultural Safety Committee.



Council of Physicians, Dentists and Pharmacists (CPDP): Nomination of Physicians and Dentists

The Board, following the recommendation of the CPDP, granted or renewed privileges to the following physicians and dentists. All nominations are until December 31, 2024.

Dr. Ivan Litvinov, specialist services (Dermatology)

Dr. David Francis McCaughey, family physician

Dr. Pierre-Luc Dussault, family physician

Dr. France Lévesque, family physician

Dr. Justin Richard Ross, family physician

Dr. Fhameeda Adam, family physician



CPDP: nominations, continued

The following were also nominated as replacement/associate dentists:

Guillaume Isabel, Marianne Charest, Mario Bsarini, Marie-Eve Boucher, Martin Chartier, Adam Dadoun, Philippe Harris, Issa Daoui,, Fabienne Rosset, Issam Murr, Alina Prundea, Hassam Sbayte, Alo Khalifa, Feras Al-Halabi, Ricardo Alchini, Mohammad Abu-Samak, Adel Belgrade, Yousra Bisset, Chloé Boucher, Yasaman Esfahani, Guillaume Lévesque, Serge Lafortune, Ezequiel Wendichansky, Annie Yang, Rami Youssef, Yu Xin Zhang, Julie Grondin, & Audrey Gosselin.



Council of Nurses: Quarterly Report

The Council of Nurses deposited its Quarterly Report, which summarized monthly activities as well as the 2023 action plan, the Nurses Council by-law revision, the Council's collaboration with the Canadian Red Cross on the Mobile Hospital Emergency Response Unit, and the Annual General Assembly (held November 23).

At the AGM, Agata Wacławski was nominated as inland representative and Stéphanie Grenier as regional services representative; Edith Bobbish had previously been nominated as coastal representative, and Kelly-Ann McLeod as Cree representative. The position of Chisasibi Hospital Representative remains vacant.



Human Resources (HR) Committee: Retention update

The Board was updated on HR's initiatives to retain employees. The presentation provided a context for retention strategies, noting that the CBHSSJB was successful in attracting employees but that further efforts must be directed to retaining them. While the responsibility for retention runs through all levels of the CBHSSJB, support for managers will be essential for any initiative to be successful. Onboarding and employee recognition initiatives, as well as initiatives specifically for nurse retention, were outlined.

A Pilot project on Welcoming Agents is being implemented to facilitate the integration of new employees; 9 employees, so far, have been identified as Welcoming agents.



HR Committee: Health & Safety Data

The Board was updated on Health & Safety Data. From April 1 to September 30, 2022, 1280 COVID files were opened. There were also a total of 177 salary insurance files active between Sept 11 & October 8, the majority addressing issues of mental health & wellness.

Further updates were also provided on rates of salary insurance and the Safe Maternity Program.



HR Committee: HR Dashboards

The Board was updated on HR's dashboard.

The Staffing dashboard provides an overview of staff demographics, including the total number of employees & number of indigenous employees, as well as employee breakdown by department, age, gender, job category & years of service.



HR Committee: HR Dashboards continued

The Recruitment & Retention dashboard identifies and breaks down by job category, seniority, etc, the annual numbers of hires and departures.

The Workforce Wellness dashboard provides an overview of absences, maternity leaves and retirements, broken down by several factors (age, department, job category, etc).

Finally, the Positions dashboard offers an overview of current filled and vacant positions, broken down by department.



Audit Committee: Line of Credit

The Board approved the establishment of a line of credit with Financement-Québec for the period running from July 1, 2014 to June 17, 2023.

The approval of the Minister of Finance is required to proceed with the establishment of this line of credit, which will address cash flow requirements.



Audit Committee: Updates

The Board was updated on several points, including the status of the CBHSSJB's accumulated surplus. This surplus combines both restricted surplus and unrestricted surplus, the latter of which can be used to address pressing concerns and emergencies. In the past year, the unrestricted surplus has been used for medical equipment, transport vans, and kitchen equipment.

The Board was also updated on contracts over \$100,000. These included contracts for capital projects as well as other services.



Council of Midwives: Service Contracts

The Board voted to approve service contracts with the following midwives:

Mariève Hémond – regular full-time basis from November 7, 2022, to November 8, 2025

Néréa Chabot-Soloaga – regular part-time basis from November 7, 2022, to November 8, 2025

Magali Turcotte – prolongation of temporary full-time basis from November 12, 2022, to January 14, 2023

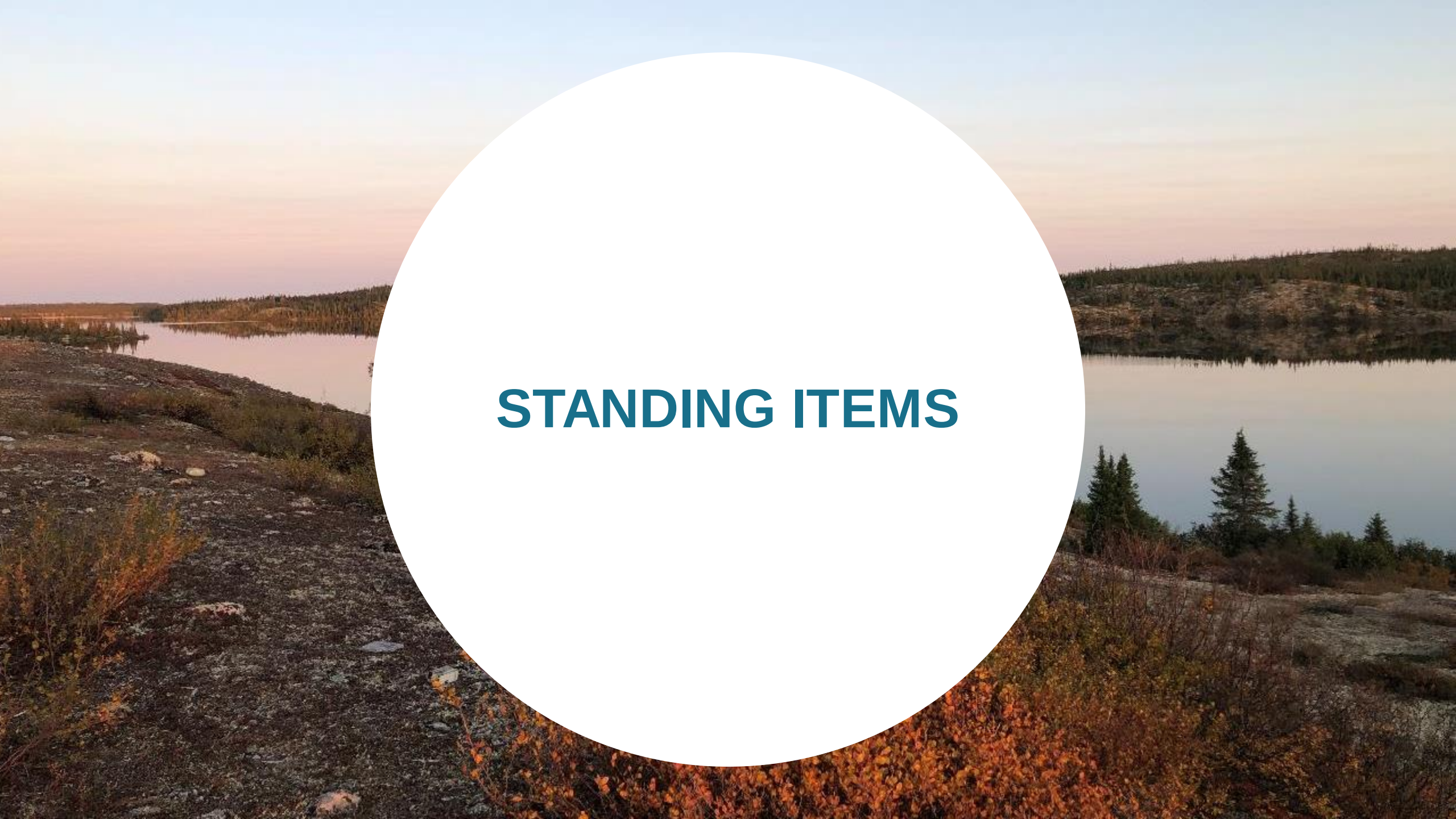


Risk Management Committee - update

The Board was updated on the material covered in the last year's meetings of the Risk Management Committee.

The Risk Management Committee met for the first time in November 2021 and has met regularly since then to fulfill its mandate.



A landscape photograph of a lake at sunset. The sky is a mix of soft pinks, oranges, and blues. The water is calm, reflecting the sky. The shoreline is rocky with some low-lying vegetation. A large white circle is overlaid on the center of the image, containing the text "STANDING ITEMS" in a bold, dark blue, sans-serif font.

STANDING ITEMS

Youth Protection Reviewers

The Board was updated on Youth Protection (YP) Reviewers, including an introduction to the five team members and their caseloads. The YP reviewer reviews the situation of a child in YP and decides whether to continue or close the case under the Youth Protection Act. The reviewer also validates the protection regime, the voluntary measures applicable and the recommendations formulated, in addition to participating in discussions, writing reports, etc...

The DYP had hired three experienced consultants to support the department in 2015; these consultants then were hired reviewers as there were none in the YP department. The five new Cree reviewers were hired in the past two years and are now being trained by the original consultants/reviewers.



Maanuhiikuu

The Board was updated on Maanuhiikuu activities and the CBHSSJB suicide action plan. The update provided a summary of community-based services as well as intensive therapy outside the community (in Montreal or via tele-health). A demographic analysis notes that most clients were adult and female, although all demographic groups were represented; a breakdown of psychiatric services by community was also provided.

The most commonly reported issues were complex trauma & PTSD, grief, addiction and substance abuse, relationship and family issues, depression and suicidal ideation.



Maanuhiikuu continued

Maanuhiikuu's Residential Health Support Workers (RHSWs) provide support to survivors of Indian Residential and Day Schools and their families, as well as the families of Missing and Murdered Indigenous Women and Girls; RHSWs participated in 12 community events, hosted 30 RHSW events, and had 96 one-on-one interactions, reaching a total of 316 individuals.

Finally Maanuhiikuu staff hosted and/or participated trainings over the year, including cultural safety training and training in Applied Suicide Intervention Skills (ASIST) and Best Practices in Suicide Intervention program adapted for the Cree context.



Wîchihîwâuwin Emergency Steering Committee (WESC)

The Board was updated on the activities of the Wîchihîwâuwin Emergency Steering Committee (WESC).

Established to ensure that psychosocial and mental health emergency services were coordinated across the CBHSSJB, WESC brings together representatives of the Cree Health Board's departments to break down silos in supporting mental health initiatives.

WESC members met in Chisasibi on November 15-17 to clarify the WESC mandate and vision, to develop a short-term vision proposal and to identify next steps.



Youth Healing Services (YHS): Limitation of Freedom & Intensive Supervision Statistics

The Board was updated on Youth Healing Service statistics for

- clients under detention or isolation measures, including the age and gender of the client and the nature of the restraint, and
- clients under limitation of freedom or intensive supervision, including age, gender and start/end dates of their restrictions.

This data was contextualized with a broader summary of clients in YHS, including age, gender, activities undertaken, etc, for the three residential facilities (Reception Centre, Upâchikush & Wêsapou Group Homes) in Eeyou Istchee.



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CORPORATE SERVICES

Appointment of Clinical and Non-Clinical Staff Representatives

At the end of the nomination period on October 17, 2022 Dr Robert Tremblay was the only candidate. As a result, the Board approved the appointment of Dr Robert Tremblay as Clinical Staff Representative to the Board of Directors. Dr Tremblay was re-elected by acclamation.

Nicholas Ortepi received the highest number of votes among 5 other candidates. The Board also approved the appointment of Nicholas Ortepi, re-elected as Non-Clinical Staff Representative to the Board of Directors.

Dr. Tremblay and M. Ortepi are appointed to three-year terms that will end in December 2025. This is the second mandate for both.





GENERAL MANAGEMENT

Capital Projects update

The Board was updated on ongoing capital projects, including

- the regional hospital, 80-unit transit facility, healing lodge, 9-bed mental health facility & 9-bed group home in Chisasibi;
- Elders' homes in Chisasibi & Waskaganish;
- birthing homes in Chisasibi, Mistissini & Waskaganish;
- a special needs facility in Eastmain;
- a 40-unit transit facility in Waskaganish;
- CMCs in Oujé-Bougoumou, Waskaganish & Whapmagoostui.
- Three triplexes in Oujé-Bougoumou and a sixplex in Nemaska – completed & awaiting Ministry approval of an Act to Sale to sign the final documents; three triplexes in Waskaganish completed as of mid-December.



Regional Hospital update

Three regional hospital entrance options were presented to the Board. The design process has drawn on four pillars: identity, tradition, culture, and architectural symbolism.

Following discussion, the members acknowledged the work that was carried so far on the 50% completion and agreed for the work to continue on both facilities. As a result of the voting on the 3 entrance options, the members showed preference for Option A for the Regional Hospital and Option C for the CMC.

Demolition is set to begin in fall 2023 and end in spring 2024, while construction of the new hospital will begin in spring/summer 2024 and be completed in 2027.



Healing Lodge Action Plan

The Board was updated on the Mîniwâchihiwâukimikw Healing Lodge Action Plan, which lays out the necessary steps for setting up the healing lodge.

The lodge will develop a wellness recovery program aligned with Cree values and beliefs. It will have 20 beds, including four for inpatient detoxification, and its programs (lasting from 30 to 90 days, depending on client needs) will employ a client-centred approach.



Healing Lodge Program Concept

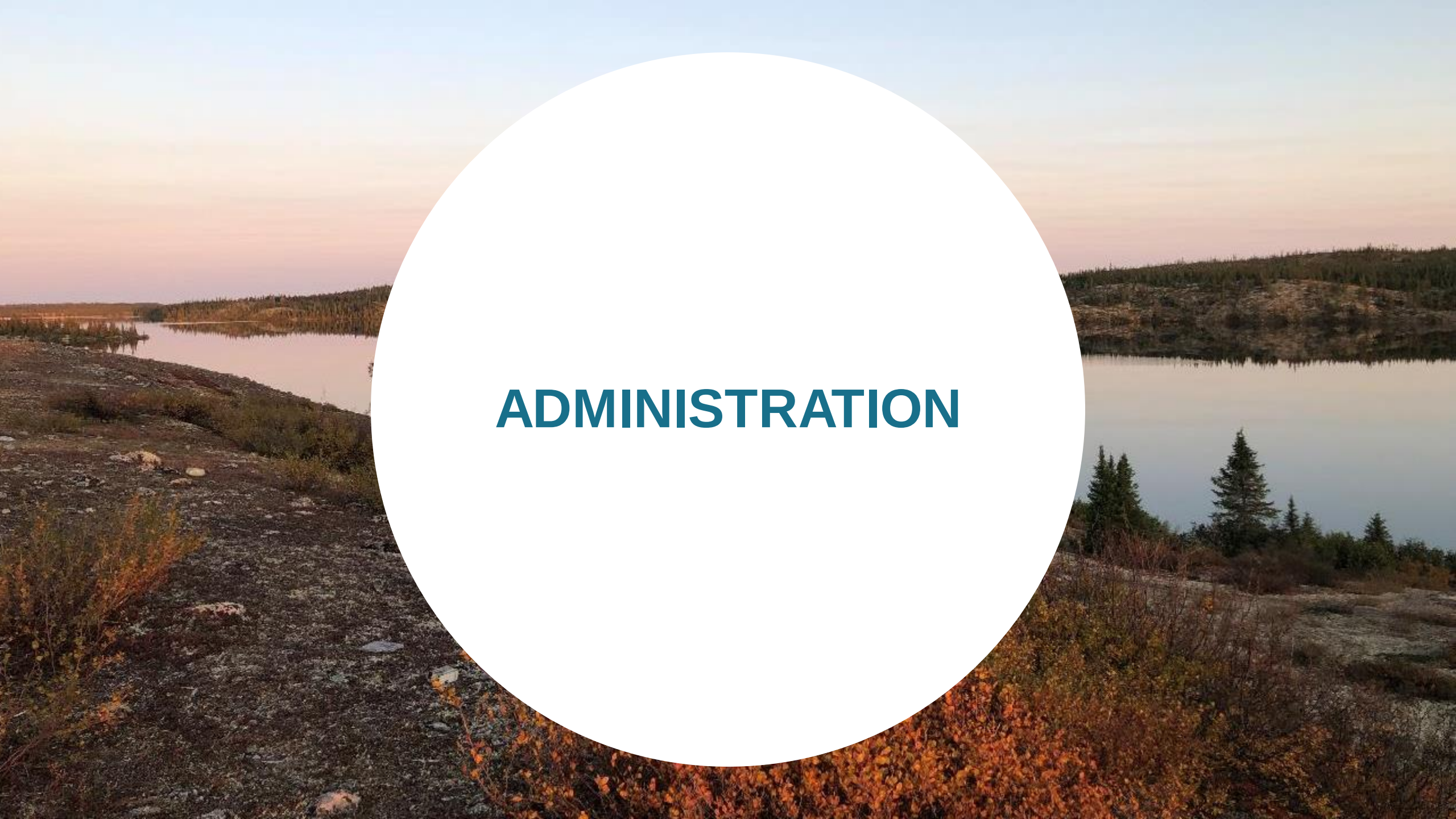
The Board was also updated on the Mîniwâchihiwâukimikw Healing Lodge's program. The program defines the intrinsic relationship between Cree culture and wellness and then describes the steps of the recovery program, from accessibility & eligibility to program length, family involvement and activities. It also incorporates a "Rites of Passage" element and a range of other support services. Other possible programs were also described, including a mobile land-based program and a virtual program.



Healing Lodge consultations

Finally the Board was updated on consultations related to the Mîniwâchihiwâukimikw Healing Lodge, which involved meeting with different groups of people (youth, Elders, front-line workers, regional groups, and individuals including former employees) in eight of the nine communities of Eeyou Istchee (all but Whapmagoostui). Feedback during these consultations focused on the importance of facility design and the inclusion of traditional elements.



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ADMINISTRATION

Maintenance of Assets Plan

The Board approved the Maintenance of Assets Plan for 2023-2026 and authorized the Executive Director to execute the maintenance of assets projects for 2023-2024.

Maintenance of Assets funding is necessary to ensure that the CBHSSJB's assets are maintained appropriately. These assets include buildings (and minor functional renovations to the CBHSSJB's buildings), medical equipment, and non-medical equipment.

It also incorporates new residential housing furniture and new residential housing renovations.



Camera Surveillance Systems

The Board approved the planning and installation of camera surveillance systems on certain CBHSSJB facilities in Eeyou Istchee.

The surveillance systems will help ensure the safety and security of CBHSSJB employees, clients and assets. They will be installed on Community Miyupimaatisiun Centres, Multi-Service Day Centres, the regional hospital, and some administrative buildings in the nine communities.



Snow Removal Services in Chisasibi

The Board approved a contract with Concrete Construction S.E.N.C. for snow removal services for CBHSSJB facilities & residential staff units in Chisasibi.

The selection of Concrete Construction follows a call for tender launched in October, for which Concrete Construction was the sole bidder. The contract runs from November 1, 2022, to April 30, 2023, and includes removing snow and spreading sand on all CBHSSJB parking lots in Chisasibi.



Lease with CISSSAT

The Board approved a lease with Le Centre intégré de santé et de services sociaux de l'Abitibi-Témiscamingue (CISSSAT) for office space at the Centre Hospitalier de Val d'Or (CHVO).

The current lease on the office space, which is used by the CBHSSJB's Wiichihiituwin Department, expires on March 31, 2023. The new lease runs from April 1, 2023, to March 31, 2028. The contract with CISSSAT also includes cleaning services.



Selection of Boreala Management

The Board approved a contract with Boreala Management to provide subject matter expertise and support for the CBHSSJB's strategic projects and to help develop internal capacity for organizational development and effectiveness.

The selection of Boreala follows a September call for tender; the contract runs from December 12, 2022, to March 31, 2025.

Boreala will support the development of internal capacity by integrating and developing Cree facilitators and will also help support the implementation of the Strategic Regional Plan.



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MIYUPIMAATISIUN

MIC-M Nisk Pilot update

The Board was updated on the Miyupimaatisiun Integrated Care Model (MIC-M) Nisk pilot project being carried out at the Chisasibi CMC. The project aims to test the viability of the SouthCentral Foundation's Integrated Care Model in a Cree setting; this model includes the clinical team (the Nisk pod) as well as a client panel (approximately 400 clients) and a life-cycle program, with the aim of ensuring that Cree culture and traditions remain the guiding principles of the program.



MIC-M Nisk Pilot update continued

The Nisk pod is an integrated team including a physician, a Primary Care Community Representative (PCCR), a nurse and a medical secretary. Observations thus far include an increased focus on chronic disease management instead of emergency care, increased input from the PCCR, and more meetings of the team outside of work. Next steps include an assessment of HR needs, the stabilization of current processes before introducing new processes, the integration of other services, and the implementation of a framework to ensure the diversification of clients (in terms of demography & medical needs).



Regional Medical Archives update

The Board was updated on the role and activities of the Regional Medical Archives. The archives centralize, conserve and protect medical information, ensuring confidentiality and supporting the organization in various ways (providing statistics, supporting research, etc). The CBHSSJB archive also provides a means of ensuring self-governance of data and appropriate data management, in addition to supporting services in and beyond Eeyou Istchee.

Currently the CBHSSJB has only one archivist in Eeyou Istchee. There is a need for a larger team, increased office space, and improved communication processes (among other issues).



Clinical Practice Sub-Committee

The Board received the Quarterly Report from the Clinical Practice Sub-Committee. The committee meets every six weeks

- to review & recommend approval of clinical procedures and protocols,
- to provide clinical practice guidelines, including on the incorporation of Cree traditional knowledge and cultural consultation on all clinical projects
- to recommend organizational changes in practices to mitigate risk
- to ensure that practices are aligned with the latest clinical knowledge



Clinical Practice Sub-Committee continued

The Quarterly Report focused on the timeline for identifying, developing and implementing policies, procedures and protocols.

It also updated the Board on the process for developing clinical forms that will help ensure the quality of medical records and clinical practice.

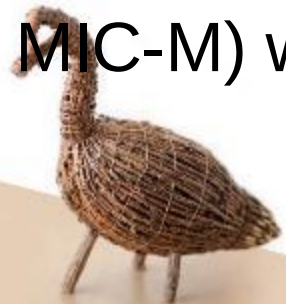
Furthermore, the sub-committee is working on a Clinical Risks Registry, which will record risks, identify priorities, and develop an action plan to mitigate risks.



DPSQA – Health Report on Nursing Consultations

The Board was updated on consultations with nurses conducted by the DPSQA-Health. The objective is to understand more fully the perspective of nurses, who are critical to providing the high quality of care that the CBHSSJB aims to ensure. However, this care is difficult to ensure without a stable nursing staff. Notably, nurses engage with clients more frequently than any other CBHSSJB medical staff.

Consultations with 121 respondents addressed issues in working conditions and challenges to retention, primarily involving overwork. The consultations noted that several CBHSSJB initiatives (including MIC-M) will help address workload concerns.



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NISHIIYUU

Optimization Audit

The Board was updated on the Nishiiyuu department's optimization audit. The audit considers work culture, governance, and risk management (this latter at both the departmental and program levels). In each of these areas, the audit identifies a set of objectives and recommendations.

The Board was also updated on the makeup of the traditional healing pathways inland and coastal teams.



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PIMUHTEHU

Out of Country Travel

The Board approved out-of-country travel for twelve staff members to attend the 10th International Meeting on Indigenous Child Health in Tulsa, Oklahoma, USA.

The twelve include Dr. Alain Poirier, Kimberly David, Stéphanie Sicard-Thibodeau, Martine Roberge, Marisol Roldan, Christina Smith, Alexandra Tremblay-Leclerc, Lyric Oblin-Moses, Joey Saganash, Mary Jane Petawabano, Bella Moses Petawabano, and Lorraine Spencer. The conference will be held March 24-26, 2023.



Out of Country Travel continued

The meeting offers opportunities for CBHSSJB representatives to network with and learn from other Indigenous entities, as well as to share knowledge from the CBHSSJB – including the possibility of sharing the CBHSSJB's genetic screening program.

Upon their return from Tulsa, delegates will offer sessions to share with other health care professionals the knowledge gathered at the conference.



NEXT REGULAR BOARD MEETING





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