

# Highlights

## CBHSSJB Board of Directors

Montreal, December 9-11, 2014

**OFFICE OF THE CHAIR AND  
BOARD COUNCILS & COMMITTEES**

# Update to S-5

- The Moses Petawabano Advisory Committee (MPAC), a committee of the Board, will continue to analyze and identify proposed revisions to Chapter S-5 by March 2015 in view of Bill 10 and Chapter S-4.2.
- Consultations with Cree stakeholders will take place in the spring and summer of 2015.
- Discussions with Quebec Government will follow the internal consultation.

# Dissemination of Board Governance By-laws and Policies

## **GOVERNANCE POLICIES**

The Governance Policies of the CBHSSJB to address, in broad terms, how the Board will carry out its responsibilities, accomplish its tasks and evaluate its performance as a Board of Directors were adopted during the course of the year 2014-15.

The following Board Governance By-laws and Polices were compiled in binders and distributed to the members:

Governance Policy No. 1: Strategic Regional Plan

Governance Policy No. 2: Annual Action Plan

Governance Policy No. 3: Allocation of Resources

Governance Policy No. 4: Oversight of Use of Human, Material and Financial Resources and Audit

Governance Policy No. 5: Delegation of Authority

Governance Policy No. 6: Selection and Evaluation of Executive Director

Governance Policy No. 7.1 Selection of Assistant Executive Directors; 7- 2 Selection of certain senior managers;

7.3 Selection of DSP-Medical; 7-4 Selection of Commissioner of Complaints; 7-5 Physicians, Dentists and Pharmacists

Governance Policy No. 8: Planning of Human Resources and Succession

Governance Policy No. 9: Creation and Composition of Committees of the Board (TBD)

Governance Policy No. 10: Framework for Development and Approval of Management Policies and Procedures

**Including: CBHSSJB By-Law no 8, Code of Ethics, Conflict of Interest Policy for Board members and Executive Director**

- Training will also be provided to new board members.
- Information and training will be given to management with respect to the implementation of these governance policies.

# Management Hiring Moratorium

- There is currently a moratorium on hiring of managers within the MSSS network. This applies to the CBHSSJB.
- Management vacancies are being filled on an interim basis during this time.
- The CBHSSJB has requested an exemption from MSSS for the Executive Director position to be posted in early 2015. A MSSS representative on the selection committee has not been named yet.

# Nominations



L. George Pachanos

- L George Pachanos was re-elected as Community Representative for Chisasibi. His term expires in July 2017.
- Jonathan Sutherland, Patricia George, and L. George Pachanos were renewed as members of the Audit Committee until December 2015.
- Denis Tremblay appointed Interim Director of Finance by the Administrative Committee of the Board.
- At a November 19 Special Board the following appointments were approved:
  - Nathalie C. Lalonde as interim Director of Youth Healing Services
  - Gilles Cloutier & Nicole Rioux as advisors to the Director of Youth Protection (2 year loan of services agreements from other regions)

# Audit Committee

- Jonathan Sutherland, Audit Committee chair, presented a proposal for an internal audit office that would be accountable to the Audit Committee to improve the financial controls of the CBHSSJB and ensure compliance with financial policies and procedures and finally to recommend the implementation of new internal control procedures when weaknesses are identified.
- The mandate was given to Executive Director to allocate funding for the set-up of the Internal Audit office for approval at the next meeting of Administrative Committee of December 18<sup>th</sup> 2014.

# Commissioner of Complaints

- The Commissioner of Complaints and Quality of Services, Me Louise Valiquette, presented her quarterly update to the Board.
- The Vigilance Committee, which oversees the implementation of recommendations made by the Commissioner, met on December 8.
- A discussion took place regarding inspection of Boarding Homes operated by the CBHSSJB and the hotel used by Cree Patient Services for some clients staying in Montreal for medical care, including concerns on Patient/Escort Policy.
- 3 Board Resolutions were passed relating to complaints.
- Issues highlighted by the Commissioner include the need to better communicate policies and procedures and to strengthen patient confidentiality.
- The Commissioner would like the CBHSSJB to be part of SIGPACS –a Quebec information system for complaints statistics.



# Council of Physicians, Dentists and Pharmacists (CPDP)

- The CPDP Annual General Meeting was held in Val d'Or November 28-30, 2014.
- The interim chief of staff of the Regional Department of Dentistry discussed issues affecting the functioning of the department
- The CPDP will work with Cree Patient Services (CPS) to identify areas for improvement, specifically in corridors of care, medivacs, travel, accommodations and dispensing of prescribed beds
- CPDP priorities include mental health, dental services, updating CPDP by-laws, and midwifery
- The CPDP remains concerned with issues in homecare in Chisasibi and recommends mandatory training for homecare workers to address the weaknesses.

# CPDP: New Doctors and Dentists

- The following medical and dental nominations were approved by the CPDP and the Board, expiring Dec 31, 2016. Some members still need to supply documentation and meet certain conditions outlined in the resolution.
- Associate Dentists
  - Franck Hugbéké, Claude Boudreau, Tommy Zhi Ming Cheung, Maklouf Neska, Kristelle Julien.
- Associate Physicians
  - Jacob Alexander Hunting, Édith Pépin, Sani James Karam, Vivian Ma, Austin Gagné
- Active Family Physician
  - Mohammed Naveed Alam
- Associate Specialist Physicians
  - Helena Evangeliou (paediatrician), Runye Gun (internist)

Mabel Herodier, Executive Director

# **GENERAL MANAGEMENT**

# MSSS Negotiations

- An update was presented to the Board regarding the status of various items of discussion between the CBHSSJB and the Government of Quebec, including:
  - NIHB funding and administrative model
  - Medical/dental staffing
  - Funding of IT Department
  - Projected impacts of Plan Nord on demand for CBHSSJB services
  - Evolution of CSST requirements
  - Quebec Health Services Fund contribution exemption
  - Tax status of Beneficiary employees working outside the territory
  - First response roles and responsibilities
  - Adapted transportation roles and responsibilities
  - Accredited education
  - Costs of infrastructure associated with CBHSSJB capital projects
  - Modifications/amendments to law S-5
  - Waswanipi assisted living/Long-term care proposal

# Update on Emerging Deficits

- The Executive Director presented an update on the requirements to determine the status of pending deficits and how these should be addressed:
  - **Operational Planning** for all Front Line Service are essential tools to guide managers to ensure accountability for the management of resources including the annual budgets; personnel plans and to determine the capacity to address clinical requirements and programming as well as administrative requirements;
  - **Roster:** the work on the roster needs to be completed to validate the work on the personnel plans for all units of the organization; the information required to validate the expenses related to salaries; Deficits are already linked to salaries or lack thereof and being replaced by personnel secured from agencies (nurses and pharmacists) which are generating additional expenses not identified in operational budgets;
  - **IT Master Plan:** review the status of the current operational budget; Identify amounts recoverable from the MSSSQ for costs incurred on minor capital, materials and work outside the parameter of Maintenance of Assets; Identify Expenditures associated to the maintenance of assets and Expenditures associated to capital projects – Validate amounts that are contributing to the deficits.
  - **Action Plans for 2013-2014 and 2014-2015:** Validation of expenditures from 2013-14 is required. The recurrent expenditures need to be incorporated in the current operating budgets for this fiscal year, 2014-2015;
  - **Analysis on the status of the 1st Health Agreement:** the expenditures generated by the first agreement need to be validated; This will also determine the actual amount of surplus generated each year.

# Status of Capital Projects

- The following projects require construction of infrastructure prior to the construction of the CBHSSJB facilities
  - Chisasibi (all the facilities)
  - Whapmagoostui
  - Waskaganish
  - Oujé-Bougoumou (a few infrastructure works needed)
- Whapmagoostui CMC - Clinical plan being developed with the NRBHSS (Nunavik) and is at the preliminary stages
- Other capital projects (clinical plans) - Plans are at the early stages .
- Volume of activities for past years has increased in the past years and these are the basic information needed to complete these clinical plans
- Oujé-Bougoumou CMC - A meeting with the Council of Oujé-Bougoumou will be held in January 2015
- Warehouse - A request to complete the PFT will be addressed to the MSSS in Dec 2014
- Housing - a second call for tenders (architecture and engineering) will be launched in Dec 2014
- Women's Shelter - the file is in progress with the MSSS and Cree Nation Government

AED Daniel St-Amour

# **ADMINISTRATIVE RESOURCES GROUP**

# **HUMAN RESOURCES DEPARTMENT**



# Cree Nursing Exam Preparation Program

- Melanie Fisher, Nurse Counsellor with Human Resources Department, gave a presentation about the program in place at John Abbot College to support Cree nursing graduates while they prepare for their OIIQ (Quebec Order of Nurses) licensing exam.
- 10 nursing graduates are currently following the 15 week exam prep program and experience acquisition program. A budget was allocated so that the program can continue.
- 4 of these graduates have their RN; they are currently gaining clinical experience in southern hospitals.



Photo: Philiptchenko/CBHSSJB

Presented by Daniel St-Amour AED-Administration

# **MATERIAL RESOURCES DEPARTMENT**

# Update on Employee Housing

- The lots have to be secured for housing units from the respective local Cree Nation. Requests have been sent only for the units to be constructed in the first year, which includes 47 units in Chisasibi and 16 units in Mistissini. A letter will need to be sent to the Cree Nation of Chisasibi and the Cree Nation of Mistissini in order to secure the lots that were already allocated by resolutions in the past.
- Due to the uncertainty of the 2014–2015 construction schedule, no other lots were requested for the second year of the program. Requests for these lots should be sent only after the Ministry's approval for the construction phase.
- The second year will include 30 more units in Chisasibi, 15 in Whapmagoostui and 23 more in Mistissini.

# 277 Duke Street Lease Renewal

- The lease for office space at 277 Duke Street in Montreal was renewed until March 31, 2016. Annual rent for Public Health is \$57,169 and for Human Resources is \$55,295.

# Disposal of Assets

- Funding was allocated to demolish the old Wemindji clinic located at 19 Riverside.
- Following the Ministry Disposal of assets policy, any building that is still in a relatively good condition has to be offered to the local entities through a bidding process, a resolution was passed to that effect to offer to the local entities and individuals the facility of the Eastmain Old clinic located at 1 Mewabin.

# Maintenance of Assets

- Maintenance of assets includes all buildings, medical/dentistry equipment, non-medical equipment, vehicles and housing furniture.
- The Board of Directors approved the 3-Year plans for the Maintenance of Assets (2015-2018). The costs are covered by the current funding agreement and will be drawn from the appropriate subservices.

AED Lisa Petagumskum

# **MIYUPIMAATISIUN GROUP**

# Telehealth

- Caroline Allard gave an update on the implementation of telehealth services. Telehealth uses technology to link Cree patients in the CMCs with specialists outside the territory.
- Teleophthalmology (eye testing) is up and running, with 754 consultations in 6 months in all communities.
- The next services to be implemented will be telenephrology in Mistissini and Chisasibi, and TeleEcho-Obstetric, which will reduce the need for pregnant women to travel outside the Territory for pre-natal ultrasound.
- TeleVisio (high quality and secure videoconferencing) is being set up in Nemaska, Waskaganish, Mistissini and Chisasibi to support telehealth consultations including psychiatric, speech therapy, audiology and psychology.



AED Laura Bearskin

# **PIMUHTEHEU GROUP**

# Policy on Means of Control

- Means of Control refers to extremely rare situations where a client is physically restrained.
- The Quebec law governing the CBHSSJB (S-5) requires the Cree Health Board to have a policy on Means of Control.
- The Board approved the *Policy and Procedure of the Management and Monitoring of Means of Control for Clients of the CBHSSJB*.
- The Policy was previously approved by the CPDP under resolution #20120620.001, and the policy was also reviewed and recommended for approval by the Moses Petawabano Advisory Committee (MPAC).

# Department of Program Planning

- Dr. Faisca Richer of the INSPQ gave a presentation on Primary Health Care services planning. She provides expertise on this subject to the Department of Program Planning.
- Anne Foro, Director of Program Planning, explained the mandate of the Department of Program Planning within Pimuhtheheu and presented an update on ongoing projects:
  - Development of the document “Services Integration: A framework for Eeyou Istchee.”
  - Clinical Plan for Whapmagoostui CMC
  - Data system on services

# Regional Mental Health - Manuuhikuu

- Mary-Louise Snowboy, Interim Coordinator of Mental Health Services, gave an update on work being done by the 9-person Mental Health Task Force to evaluate and improve mental health services.  
The Cree Mental Health and Wellness Action Plan was reviewed by Elders and is now being finalized.
- The Mental Health Program has been renamed Manuuhikuu and has a new logo and vision statement (see next slide).
- The team conducted 86 interviews with clients and staff to assess psychology and psychiatric services; report will be presented to AED Pimuhthehu (Laura Bearskin) in February 2015.
- The team is developing a youth-centred project called Strong Earth. Members of the Council of Chishaayiyuu commented that reinforcing Cree parenting values is an important priority.

# Manuuhikuu – Mental Health Program



Logo of Manuuhikuu program approved by Elders. Strands of sweetgrass represent 2 paths to mental wellness: traditional and clinical.

- Manuuhikuu is the new Cree name for the regional mental health program. The name is derived from the word maniwaachisiiuu, meaning “something restored him/her back to health.”
- Vision statement: “The Manuuhikuu Department of the CBHSSJB promotes positive mental health through prevention, intervention, treatment, and ongoing holistic care so that everyone in the Cree Territory can live full and balanced lives.”

# Public Health Department update on Uranium BAPE & health impacts of development projects

- The Director of Public Health, Dr. Robert Carlin, updated the Board on the Cree Health Board's contributions to the Bureau d'audiences publiques sur l'environnement (BAPE) on uranium development in Quebec.
- The Department has considerable expertise in environmental health and been involved in the process since Phase 1 of the consultation. In the current phase (phase 3), the Department submitted a [written brief](#), and Bella M. Petawabano represented the organization during the final public hearings in Montreal on December 15, 2014.
- In addition, with INSPQ the Public Health Department developed a training to strengthen communities' ability to assess risks and manage health and social impacts of development projects (particularly mining projects), and maintains a formal link with the Cree Nation Government to ensure a coherent approach.
- The Elders expressed concerns about electro-magnetic radiation from transmission lines and the effects of mining projects and climate change on the health of animals such as moose.

Waskaganish

# **COMMUNITY ISSUES AND GUEST PRESENTATIONS**

# Community Issues

- The representative for Waskaganish talked about the impacts of the housing shortage in that community and the need for greater integration of Cree values in Youth Protection programs.



# Air Creebec

- Tanya Pash, Chief Operating Officer at AirCreebec, gave a presentation about the aircraft and procedures used in medical evacuation of Cree patients to hospitals in Montreal and Val d'Or.
- The aircraft used is a King Air A100 twin engine turboprop adapted for 2 stretcher patients (or incubators) + 2 sitting patients + 2 nurses.
- Air Creebec submitted a proposal:
  - Shuttle (used for scheduled appointments; Cree patients and escorts also travel on regular passenger flights)
  - Medevac (used for emergency transport).
- She was informed that currently, other aircrafts pick up critically ill patients in Chisasibi and pass by Radisson to refuel before heading south. This adds a significant delay to the time required for the patient to reach hospital because they cannot fuel in Chisasibi.
- A mandate was given to the Executive Director to look at the proposal and continue the discussions on Medevac/Shuttle of patients/escorts and employees and to provide the list of suppliers for medevacs to Air Creebec so fuelling can be negotiated with these airlines. An update is required at the next meeting.

# Next Meeting

- Mistissini - March 17-19, 2015