

Highlights

CBHSSJB Board of Directors

Montreal

December 6th-8th 2016

OFFICE OF THE CHAIRPERSON

Updates on Executive Director Selection Process, Strategic Regional Plan & MSSS Negotiations

- The Board received an update on the search for a new CBHSSJB executive director, for which a new selection committee has been formed.
- It also received an update on the Strategic Regional Plan, especially focused on the SRP's structure and a timeline for the SRP development process. The Board discussed the SRP's Vision Statement, based on Cree values.
- It was updated on the status of nine outstanding items in the negotiations with the MSSS; these include questions regarding Plan Nord and other development, the evolution of requirements for CSST, shared responsibilities with other ministries, first responders, accredited education, adapted transport, infrastructure, modifications & amendments to S-5, and an Assisted Living/Long-Term Care facility in Waswanipi.

Committees of the Board

Updates from the Moses-Petawabano Advisory Committee

The Moses Petawabano Advisory Committee prepared a number of reports and updates on its activities. These included:

- Report on the Parliamentary Commission on Customary Adoption
- Update on Non-Insured Health Benefits
- Update on Proposed Revisions of Chapter S-5
- Update on the Council of Elders
- New MSSS directive on Managers' working conditions
- Update on Clinical Coordination and Integration Committee
- Update on the bylaw on youth protection and the application of the Youth Protection (Section 37)
- Review of Purchasing Policy and Revision of Board Governance Policies

Report on Customary Adoption & Bill 113

The Board was updated on the issue of Customary Adoption and how Bill 113 addresses it. Bill 113, *An Act to amend the Civil Code and other legislative provisions as regards adoption and the disclosure of information*, was introduced into Quebec's National Assembly on October 6, and the CBHSSJB and the Cree Grand Council (Eeyou Istchee), represented by CBHSSJB Chairperson Bella Petawabano, James Bobbish, and Grand Chief Dr. Matthew Coon Come, made a joint presentation to the Committee on Institutions on November 22.

Many of the provisions in the Bill are based on recommendations made by the Working Group on Customary Adoption in Aboriginal Communities, comprised of representatives from Quebec, the Inuit, and First Nations organizations, including the CBHJJB (where it was represented by James Bobbish). The CBHSSJB and CGC(EI) generally support the Bill, but require the clarification of some passages.

Update on proposed revisions to Chapter S-5

Currently, Chapter S-5, *An act respecting health and social services for Cree native persons*, does not refer to traditional Cree healing practices. However, traditional healing takes a prominent role in the new Strategic Regional Plan. With this in mind, the MPAC has recommended that the CBHSSJB should propose Chapter S-5 revisions to the MSSSQ, amending S-5 so that it acknowledges the role of traditional healing in the CBHSSJB's programs and services.

The MPAC also proposed an amendment to recognize that the CBHSSJB's complaints process is similar to that of other health and services institutions, governed by *An act respecting health and social services* (Chapter S-4.2) and that the processes outlined in Chapter S-5 should be revised to follow the processes described in S-4.2.

Resolution responding to new MSSS directive on managers' working conditions

The Board voted to postpone adoption of an MSSS directive and instead to convey certain concerns about the directive to the MSSS; further, it resolved to include manager working conditions and compensations in proposed S-5 revisions.

The CBHSSJB offers managers ten days of compensatory holidays, which is five days more than provincial regulations for managers in the health system network. In October the CBHSSJB (& some other organizations in the provincial health network) received an MSSS directive to stop providing compensatory holidays to managers, starting January 2017. The MPAC has reviewed this directive, noting that it would create serious challenges in recruitment and retention of managers, eliminating one of the few added conditions that the CBHSSJB can offer managers.

Resolution to Approve Clinical Coordination and Integration Committee

The Board approved a 12-month pilot (January 1, 2017 to December 31, 2017) to evaluate the functioning of a new Clinical Coordination and Integration Committee (CCIC).

The CCIC will function at both local and regional levels, and aims to facilitate communication, collaboration and coordination across the CBHSSJB. It will provide a forum where administrative and clinical leadership can meet regularly to discuss issues, identify (and, where possible, implement) strategies, build consensus and develop and submit recommendations to management, committees and professional councils.

Resolutions on Board Governance Policy #5 – Delegation of Authority – and Revised Policy for Purchase or Lease of Goods and Certain Services

The Board approved revisions to Board Governance Policy #5 concerning the delegation of authority, and to the policy for purchasing or leasing goods and some services.

The MPAC reviewed and recommended revisions being proposed to Governance Policy #5, concerning delegation of authority, and to the *Policy Concerning the Purchase or Lease of Goods and Certain Services*. These revisions, which aim to improve operational efficiency, include: increasing the transaction limits of directors and coordinators; allowing the Coordinator of Purchasing to accept sole quotations from suppliers for procurements less than \$25,000; allowing single (rather than double) financial approvals by the person or body with the required authority; and applying the *Policy Concerning the Purchase or Lease of Goods and Certain Services* to the purchase of those goods and services where a purchase requisition or purchase order form is not needed.

Other Board Governance Policies Reviews

The board reviewed a number of other revised Board Governance Policies recommended by MPAC, including those concerning

- The Strategic Regional Plan,
- The Annual Tactical/Action Plan,
- The allocation of resources,
- Oversight responsibilities of the Board of Directors,
- Selection and appointment of the Executive Director (ED), Assistant EDs, certain senior managers, Director of Medical Affairs and Services/Director of Professional Services, Commissioner of Complaints and Quality of Services, Regional Directors and Assistant Regional Directors & Local Directors,
- Human Resources Development and Succession, and
- A Framework for Development and Approval of Management Policies and Procedures

Vigilance Committee

- The Board received the Commission of Complaints and Quality Assurance Quarterly Report and the Vigilance Committee's report. All complaints received between April 1, 2016 and Sept 30, 2016, have been examined and concluded.
- The Vigilance Committee report noted that policies are being reviewed and a new policy developed for Special Needs. Also, the Code of Ethics may be revised in light of changes being proposed to S-5.

Resolution on Council of Physicians, Dentists and Pharmacists (CPDP) nominations

- **The Board resolved to renew the privileges of the physicians, dentists and pharmacists nominated for renewal by the CPDP.**
- The CPDP also provided a brief overview of its Annual General Assembly, held in Val-d'Or on October 15-16.

Council of Nurses

The Council of Nurses of the CBHSSJB presented its annual report 2015-16 to the Board.

It also provided an overview of some key concerns for 2016-17, including promotion of the “role élargi” in Eeyou Istchee and enhancing the Council’s visibility at the OIIQ. The Council of Nurses would also like its Executive Council to sign off on all nursing-related documents, and foresees much activity for subcommittees on mental health, geriatric care, and maternity care.

Human Resources Committee

- The Board was informed of progress in the dental assistants training program. Three teachers will deliver training modules in each community; the first will be on Hygiene and Asepsis, and will be followed by a formal evaluation. Teachers will complete the entire module (45 hours, over the course of 3-4 weeks) in each community, and will rotate through communities until dental assistants in all nine communities have received the training.
- If all goes smoothly, classes will start in January 2017, and will be delivered by teachers from the Lester B. Pearson School Board.

Audit Committee

- The Audit Committee presented its financial report for the period ending October 15, 2016, including a projection of operational funds for 2016-17 and an expenditure analysis for NIHB over 2016-17.

Resolutions on Long-Term Loan Renewal & Line of Credit Renewal

The Board approved the renewal of a long-term loan agreement, until December 31 2017, that would enable the CBHSSJB to secure loans for the long-term financing of capital expenditures, equipment and IT from the Quebec Minister of Finance and the Economy, up to the amount of \$3,821,185.49.

The Board also approved the renewal of the Line of Credit with the Quebec government, and approved its increase by \$30 million for the period of December 22, 2016, to June 30, 2017.

STANDING ITEMS

Mental Health Action Plan

The Board was presented with an update on the Maanuuhiikuu Mental Health Action Plan. Highlights included

- A training program for sexual health response teams has been offered to six communities so far;
- Tele-psychiatry and tele-psychology programs have been developed;
- An intensive therapy off-territory program has been developed and is currently being reviewed;
- A suicide risk assessment program is being developed;
- An off-territory psycho-social support for dialysis patients is being planned, and an off-territory counselling program for post-secondary students is being discussed.

Mental Health Action Plan continued

The Maanuhiikuu Mental Health Action Plan embraces traditional and community-based approaches. Planning is underway for an art therapy program, in collaboration with local artists, and the Maanuhiikuu group will be developing a working group with Nishiiyuu to address a number of issues, including art therapy and the development of a consultation process for traditional healers and elders.

Mental Health Action Plan continued

Further, five mental health nurses and one clinical nurse specialist have been hired and trained; six months after training, the clinical nurse specialist and two mental health nurses remain. The team is seeking to refill these missing positions, and, based on this experience, is assessing ways to improve recruitment and retention.

Department of Youth Protection Action Plan

The Board received an update on the DYP Action Plan. This includes a Human Resources action plan, which aims to provide a team of well-trained and effectively supervised employees. The DYP continues to develop and enhance collaborations with the Cree School Board and the Youth Healing Services program, as well as the Cree Justice Department and the Eeyou Eenou Police Force.

The DYP is implementing a new file management system to coordinate case management more efficiently and effectively.

The update also noted the need to address office space and transit housing issues.

GENERAL MANAGEMENT

Capital Projects Update

The CBHSSJB has a number of capital projects underway at different stages.

- The Waswanipi women's shelter is almost completed, while the Waskaganish women's shelter will be completed in summer 2017.
- Proposals to build Phase I of new housing units are being reviewed and assessed.
- Discussions are underway to purchase Chisasibi's old arena and transform it into a regional administration building.
- Feasibility studies are being carried out to assess the ideas of having one warehouse/workshop per community.

Capital Projects Update continued

Among the capital projects still to come:

- CMCs in Whapmagoostui, Oujé-Bougoumou and Waskaganish (clinical plans have been submitted to MSSS, and authorization to begin projects is expected in December 2016 or January 2017)
- CMC/Hospital in Chisasibi (the clinical plan has been approved by the Board and submitted to MSSS; the building site has been identified)
- Healing Lodge
- Long-Term Care Facility
- Closed-Custody Rehab Centre
- Housing Units Phase II

Resolution on Translation Services

The Board of Directors approved a resolution to award a three-year non-exclusive contract to Services linguistiques Versacom for French and English translation. Versacom's was the winning bid from a pool of six submissions.

Resolution on Framework Agreement and Lease Agreement for Youth Facility in Mistissini

The Board of Directors approved a Framework Agreement and Lease Agreement for a new Youth Facility in Mistissini.

The CBHSSJB is working with the CNG to establish a youth facility for youth with behavioral problems and in need of rehabilitation services. The Board reviewed the framework for this youth facility, which will be a “youth custody centre” within the meaning and for the purposes of the *Youth Criminal Justice Act*.

The Framework agreement outlines the various responsibilities of the CBHSSJB and CNG in building and operating this facility; the long-term lease agreement between the owner (CNG) and tenant (CBHSSJB) of the facility further defines their respective roles and responsibilities.

AED ADMINISTRATION

Cree Patient Services Improvements Update

The Board received an update on improvements in Cree Patient Services, including a report on the progress of the patient lodging project and the centralization of programs and services in Montreal.

Further, the Board was updated on the Air Charter program, especially the impact of the Northern Operations Centre (NOC), which coordinates this service. Between October 25 2015 and October 31 2016, the charter carried 9610 passengers, including 31 on stretchers. The inland shuttle was added in the summer, and work continues on optimizing this service. The NOC's work is estimated to have saved \$4 million from the originally-projected medical evacuation costs, in addition to improving the travel experience of patients.

Resolution on Lease Amendment with Hotel Espresso

The Board of Directors approved a lease amendment with Hotel Espresso.

The amendment adds 29 more rooms to the lease agreement, bringing the total number of rooms to 74, and also adds two more office spaces for staff and storage.

Report on Southcentral Foundation Visit

In September 2016, members of the executive team and a Board of Directors community representative participated in a very productive site visit and a three-day intensive core-concepts training at Southcentral Foundation (SCF) in Alaska, a native-owned health and wellness organization serving around 55,000 Alaskan indigenous people. The group wished to learn how SCF successfully transformed into a globally recognized organization, as the CBHSSJB is also implementing a number of transformative strategic initiatives.

The group learned how SCF's success comes from its emphasis on building relationships; individual healing and community wellness; effectively integrated services; the integration of traditional healing and helping methods; and clear, effective communications. The lessons learned during this visit will help guide the CBHSSJB as it implements its new strategic plan.

Resolution on New Name for CPS in Montreal

The Board of Directors approved a new name for Cree Patient Services: Wiichiihiduun

The CBHSSJB hosted a contest to rename CPS; the winning name was to best reflect the commitment to deliver quality patient travel and lodging services in a professional and respectful manner. The winning entry was to be judged by the Council of Chishaayiyuu, but the Council decided to submit its own entry, wîkupîshâkin (rainbow), which did not adequately reflect the CPS's services. As a result, the Board voted on name submissions, with the winning entry being Wiichiihiduun (Helping One Another).

The winning entry and runner-up both received prizes.

Resolution for Data Back-Up and Archive System Contract

The Board of Directors approved the contract for the purchase, implementation and support of a new data back-up and archiving system from Service Informatique DL Inc.

The new system will replace the CBHSSJB's current nine-year-old system, which is obsolete and in urgent need of retirement.

Resolution approving Maintenance of Assets Plan 2017-2020

The Board approved the Maintenance of Assets Plan for 2017-2020.

The Maintenance of Assets Plan provides a budget for maintenance of assets including buildings and renovations, furnishings, medical and dental equipment, non-medical and other equipment, and similar expenses.

Cree Succession Plan Update

The Board was presented with an update on the Cree Succession Plan.

The Succession Plan Committee has identified and retained a number of candidates from its pool of applicants. The first cohort of candidates has completed one semester of online courses offered through McGill University's School of Continuing Education, and will begin a second semester of courses in January 2017; meanwhile, a second cohort will begin its first semester of courses in January 2017. Fourteen managers applied and were accepted for graduate level courses; they will begin their program with a course in Professional Communication and Networking, starting in January.

Resolution approving Addendum No. 2 2016-17 Aerospace Marketing

The Board approved Addendum No. 2 for its 2016-17 service contract with Aerospace Marketing.

A service contract and addendum no. 1 were already in place with Aerospace Marketing Inc, for managing the administrative and operational requirements for all charter services, including the Northern Operations Centre. However, additional time and funds are needed for the continued management services of the Northern Operations Centre and for increased charter services; Addendum No. 2 to the contract provides the funds for this expansion of services.

AED MIYUPIMAATISIUN

Resolution to approve Assistant AED Miyupimaatisiun - Operations

The Board approved the nomination of Doreen Blackned as Assistant AED Miyupimaatisiun – Operations.

The post was vacant since the retirement of Janie Moar. The most recent posting received 8 applications, and a selection committee interviewed two candidates. Ms Blackned met the professional and academic requirements for the position.

Other Miyupimaatisiun Updates

The AED Miyupimaatisiun also provided updates on the women's shelters being constructed in Waswanipi and Waskaganish, on the CMCs' extended hours, and the CMCs and hospital transition plan.

AED NISHIIYUU

Update on Waapimaasun program implementation

The Board received an update on the Waapimaasun (traditional birthing) program. A Waapimaasun manual has been developed, and will grow continuously as information is acquired; it currently contains 42 teachings. Traditional knowledge is being gathered through videotaped interviews with elders, which are then transcribed. The manual itself will be validated by elders.

The Nishiiyuu Miiwat (Baby Bundle) program supports the creation of baby bundles for newborns and their mothers; each item in the bundle carries a traditional meaning, and will help transfer birthing knowledge and practices from one generation to the next. This program is developing at different rates in different communities.

Waapimaasun update continued

The Easuuwaapimisut Iskweu project aims to support pregnant mothers delivering in Val d'Or, and provides emotional support for mothers who are going through difficulty as a result of leaving family behind. This program continues to be developed.

Implementation of Nishiiyuu Department

The Board received an update on the implementation of the Nishiiyuu Department, which aims to ensure that Cree culture and traditions are included in CBHSSJB programming & service delivery. The program will be implementing a new organization chart, re-aligning activities to focus on priorities and clarify managers' roles and responsibilities. The program is also proposing enhanced trainings for staff and a contribution agreement with elders. It plans to develop easy-to-follow working templates to guide staff, and to implement a "lean management" philosophy.

AED PIMUHTEHEU

Youth Healing Services Action Plan

The Board was presented with the Youth Healing Services Action Plan for the Weesapou Group Home. There have been a number of problems reported at the group home, from AWOLs to fights among residents. The problems with the group home were analyzed and solutions proposed. These include:

- Having a manager on-site;
- Requiring managers to ensure appropriate programming;
- Setting clear expectations for staff;
- Putting training measures in place;
- Developing or enhancing programs and activities; and
- Establishing an Access Committee to orient clientele.

These initiatives should begin as soon as possible.

Midwifery Update

The Board was presented an update of the Eeyou Istchee Perinatal Midwifery Program's progress from September to December 2016. The coordinating working group held a two-day meeting in Chisasibi. The program seeks to integrate an Eeyou perspective and traditional practices with clear clinical pathways and appropriate perinatal care. The program has held, and continues to hold, community and staff consultations and presentations, and plans to complete a final program for March 2017.

Resolution to Approve Public Health Regional Action Plan 2016-21

The Board approved the Public Health Regional Action Plan for 2016-2021.

The plan, a legal requirement under the *Act Respecting Health and Social Services for Cree Native Persons (S-5)*, takes to heart the findings of the *Truth and Reconciliation Commission Report*. The Action Plan for comprehensive, collaborative actions is essential to achieve public health targets in Eeyou Istchee, and is aligned with the orientations of the Strategic Regional Plan.

The action plan describes health targets and services for different segments of the population, makes directors and assistant directors of public health accountable, and describes the role of Public Health within frontline services,

Resolution to Approve Pre-Hospital Services Triennial Plan 2016-2019

The Board approved the Pre-Hospital Services Triennial Plan 2016-19.

The Triennial plan includes communications, operations & planning themes. Under Communications, the plan proposes scheduled update sessions and the implementation of P-25 digital radio communications and 911 services. The Operations theme proposes effective management of human and material resources through plans and simulations, clearly defined standard operational practices for first responders, and more effective coordination of personnel and equipment.

The Planning component proposes improved technical support, the creation of a Pre-Hospital Technical Working Group, standardization of first responder services across Eeyou Istchee, and the development of strategies to address post-traumatic stress disorders amongst first responders.

Update on CNG-CBHSSJB Joint Committee on Access to Nutritious Foods in Eeyou Istchee

The Board received an update from the CNG-CBHSSJB Joint Committee on Access to Nutritious Foods.

Healthy foods cost more in Eeyou Istchee than elsewhere in Quebec, and choices are limited. The committee has been preparing a framework for action to improve access to nutritious foods, with the objectives of

- ensuring access to affordable nutritious food for all
- promoting healthy food choices;
- ensuring that management practices across the food system support healthy food choices;
- ensuring collaboration between the different stakeholders.

Resolution on CBHSSJB Representation on Joint CNG-CBHSSJB Committee on Access to Nutritious Foods

The Board approved a resolution that on the joint CNG-CBHSSJB Committee to address issues related to the access of nutritious foods in Eeyou Istchee, the CBHSSJB would be represented by

- a Nutritionist/Planning Programming and Research Officer,**
- a Planning Programming and Research Officer, and**
- a Representative from the CBHSSJB Board of Directors.**

Next Board Meeting

March 21-23, 2017