

# **Highlights**

## **CBHSSJB Board of Directors**

Mont-Tremblant

June 14<sup>th</sup> – 16<sup>th</sup> 2016

**OFFICE OF THE CHAIRPERSON**

# Proposed Revisions to Chapter S-5

The board was updated on proposed revisions to Chapter S-5, *An Act respecting health services and social services for Cree Native persons*, the provincial legislation governing the operations of the CBHSSJB. The revision, guided by the Moses-Petawabano Advisory Committee, working with legal counsel and advisors, aims to modernize this legislative framework to reflect developments over past 20 years in law governing health and social services in Québec, improve consistency with health and social network in Québec, and ensure respect for Cree specificity for Cree context and treaty rights under JBNQA.

As this matter affects Cree treaty rights under the JBNQA, close consultation is needed with the Grand Council of the Crees (Eeyou Istchee) and the Cree Nation Government. Some changes are now on hold as new legislation is still in the process of being formally integrated with current law. However, some changes can be proceeded with, including proposed changes to sections addressing complaints mechanisms, the employment status of the Chairperson, and the jurisdiction of the Cree Health Board's First Responders.

# Strategic Regional Plan highlights

The board received an overview of strategic regional plan highlights. At the *2016 Eeyou/Eenou Regional General Assembly on Health and Social Services*, held in Waskaganish in April, participants representing all communities in Eeyou Istchee identified and addressed priority issues, and the contributions from this assembly will guide the CBHSSJB's new *Strategic Regional Plan: Shaping the Future of Miyupimaatisiun*.

# SRP highlights, cont.

The priorities identified by participants include, in order of ranking,

- Diabetes and Chronic Disease
- Mental Health
- Traditional Medicine and Land-Based Healing
- Regional Therapy (Addictions) Centre
- Elders Care and Abuse
- Youth Protection and Child Development
- Respite Home for Special Needs, etc.

The Board proposed adding “obesity” as a priority, suggesting that nutritionists work with sports and recreation departments on weight loss programs.

# New Strategic Regional Plan Highlights

The plan is based on four “orientations” rooted in discussions from the health assembly:

- health indicators at least equal to those for Quebec’s general population;
- access to general and specialized services along service corridors;
- access to traditional medicine and land-based healing;
- consolidation of administrative resources.

Accessibility to health care is being enhanced by extended hours in CMCs, which were initiated in February 2016.

# New SRP continued

Within these four orientations the draft defines thirteen axes, or areas of focus:

- Life expectancy and well-being
- First line services
- Specialized services
- Chronic disease
- Mental health
- Addictions
- Elders care and abuse
- Youth protection and child development

# New SRP continued

- Respite home and special needs
- Perinatal care
- Quality care
- Traditional medicine and land-based healing
- Consolidation of human, material, IT and financial resources teams

Within these axes, a total fifty specific tasks or actions to be completed, with clear and measurable objectives and outcomes.

The Chairperson will undertake a community tour on the SRP and discussions will continue in the communities and board representatives are asked to participate at these presentations.



# Social Media Policy

Social media have become an important means of communication in Eeyou Istchee, and thus play an important role in the CBHSSJB's communication strategy. The Board reviewed and approved a new CBHSSJB social media policy that governs the professional use of social media by the CBHSSJB as well aspects of social media use by CBHSSJB employees. Corporate Services is responsible for monitoring and regulating social media use for professional purposes. While personal users of social media have freedom of expression, they are expected to adhere to standards of respect, accountability, and confidentiality, and to refrain from sharing misinformation about health matters or from promoting practices contrary to the CBHSSJB's mission. The social media policy will be reviewed every three years.

# Internal Audit Policy

The Board approved a new internal audit policy for the institution. Under this policy, the CBHSSJB will establish a three-year pilot project that involves creating an internal audit office to improve its internal management operations, including finance. The office will also assist the audit committee and senior management by offering recommendations on risk management, control and governance issues. It will be an independent office, reporting directly to the audit committee.

# Commissioner of Complaints Annual Report

The Board approved the 2015-16 Annual Activity Report for the Commissioner of Complaints and Quality Assurance. Notably, the number of complaints related to Cree Patient Services fell dramatically in early 2016, when a series of improvements were put in place, including charter flights for patients from coastal communities and reforms to the operation of boarding homes in Montreal.

# Customary Adoption

The Working Group on Customary Adoption presented an update to the Board. The group was formed in 2008 with representatives of First Nations and Inuit peoples as well as government ministries. The aboriginal members of the group aimed to clarify the legal effects of customary adoption in Quebec legislation, to avoid problems commonly faced by customary adoptive parents when carrying out such formal parental duties as consenting to medical care and registering children for school.

For the Cree nation, another objective is harmonizing Quebec legislation with traditional Cree practice and treaty rights. Two bills that would have addressed these issues died before being passed, in 2012 and 2103. However, the Quebec Ministry of Justice has informed the CBHSSJB chair that provisions addressing customary adoption issues may be introduced in a bill to amend Quebec's legislative code in fall 2016. The Cree Nation and aboriginal members of the Working Group will continue their involvement in processes related to this bill.

# Board Members Training & CNG Annual Assembly

The Director of Corporate Services will prepare an information session for new board members.

A Powerpoint presentation of the SRP, including the video from the Regional Health Assembly, will be presented at the CNG Annual Assembly.

# Cree Justice Presentation

Don Nicholls, Director of Cree Justice Department, explained the services provided by the nine justice facilities (one in each of the Cree community). The facilities are implementing “community hubs,” which involves engaging communities to work together in improving quality of life.

# Assistant Commissioner of Complaints

The board approved the nomination of Sarah Cowboy as Assistant Commissioner of Complaints, starting August 1 2016. The new Assistant Commissioner of Complaints is familiar with the CBHSSJB working conditions and environment, has experience in dealing with complaints, is fluent in Cree, and met all the other criteria for the position.

# **STANDING ITEMS - UPDATES**



# Mental Health

Julia Snowboy is the new Mental Health Coordinator. All Mental Health Nurses are now in place; a very successful two-week orientation for these nurses took place, with one week in Montreal and the other in Chisasibi.

The Board reviewed the mental health services action plan, as outlined in three documents:

1. Strategic Plan: provides background information and a summary of needs, and introduces the mental health and well-being strategy, including foundations for understanding Cree concepts of well-being
2. Service Delivery Model and Program Plan: outlines the services delivery model and summarizes the program plan, from programs to promote health and well-being to primary and secondary care in Eeyou Istchee, and specialist care off-territory.
3. Action Plan: outlines objectives, including strengthening frontline services, creating a local second line of services, and clarifying third-line specialized services; the plan's overarching principles include supporting traditional approaches and promoting mental wellness at the community level.

# Youth Protection – Action Plan Update

The Board was presented with an update on Youth Protection Service's action plan. The update focused on personnel and human resources issues, the development of collaborations, the use of work tools, the foster homes action plan and permanency planning. Notable highlights and issues include the following:

- While all YP positions have been defined and posted, the work force has not yet been stabilized, in part due to the demands of the job and related stresses, and reimbursement that doesn't match what other regions offer;
- The supervision plan requires ongoing development and support, current trainings must be continued and new training plans developed, a high turnover rate needs to be addressed, and housing and transit needs must be made a priority;
- A collaborative agreement has been reached with the Cree School Board, and discussions to develop collaborations continue with the justice system in Abitibi and with the Cree Justice Department and Police Force;

# YPS Action Plan Update cont.

- The Youth Protection file management system is in the process of being developed and implemented, with some sections already completed;
- New vehicles are being delivered to communities in June, but office space remains an issue, especially in Waskaganish, Whapmagoostui and Chisasibi, and further housing provisions must be made a priority
- Basic criteria for approval of foster homes has been developed, but these criteria need to be given formal legal status,
- Modifications to the Youth Protection Act have been submitted to the ministry, emphasizing the importance of recognizing cultural identity and implementing provisions to ensure that Cree DYP approves any placement of a Cree youth in a non-Cree environment. Modifications to the Civil Code (on adoption and traditional adoption) have also been submitted to the government.

# **PARKING LOT ITEMS**

# Warehouse for Inland Communities

The CBHSSJB is carrying out pre-feasibility studies of constructing or leasing one warehouse or workshop facility for each community. Once these studies are completed, their recommendations will be submitted to the Board of Directors.

**CORPORATE SERVICES**

# Approvals of Minutes & 2015-2016 Activity Report

The Board approved the minutes of the March 22-24 regular Board meeting held in Oujé-Bougoumou, and the April 28-29 special Board meeting held in Gatineau, as well as the minutes of the Administrative Committee meetings of 4 December 2015, 18 January 2016, and 1 April 2016.

The Board also approved the 2015-2016 Annual Activity Report.

# Elections for CRA

## representative/CBHSSJB Chairperson

As Bella Moses Petawabano is reaching the end of her four-year term as Chair of the CBHSSJHB and as its representative on the CRA, the Board enacted By-law 9, “Respecting the procedure for the election of the Cree Representative of the Members of the Cree Regional Authority and Chairperson of the Cree Board of Health and Social Services of James Bay,” setting the date of September 6, 2016, for the election of the CBHSSJB chairperson and CRA representative. It also passed a resolution appointing Mr. Kenny Loon as the Returning Officer for the election.



# **GENERAL MANAGEMENT**

# Capital Projects Update

The Board was presented an update on Capital Projects.

- Women's shelters are being constructed in Waskaganish and Waswanipi, under the responsibility of the Cree Nation Government; construction is on schedule.
- Plans for lodging units for staff include 131 units in phase one, which has already begun. Phase two will see another 101 units, shared among all communities.
- Feasibility studies for warehouses in inland communities are being carried out.
- Clinical plans for new CMCs in Whapmagoostui, Oujé-Bougoumou and Waskaganish have been submitted to the MSSS.
- In February the Cree Nation of Chisasibi identified the current site and additional space around the current hospital as the site for building the new regional Hospital.

The Board raised the question of services or facilities for people with special needs and children with FASD, and plans to continue discussions of this issue. It also discussed the 16-bed Long Term Care Facility in Waswanipi, which could be brought up to meet legal standard requirements or turned into office space.

# Chisasibi Regional Hospital & CMC Clinical Plan

The Board approved the new clinical plan for the Chisasibi regional hospital and CMC. The new 60-bed hospital will address growing health care needs, improving first- and second-line services in Eeyou Istchee, reducing the financial cost and social burdens of patient transfers, and improving working conditions and retention rates of personnel.

The CMC will provide Awash, Uschiniischisuu ad Chishaayiyuu program services, as well as mental health, paramedical and youth protection services, and will coordinate with the hospital in certain administrative and support services. Current services will be provided through the hospital.

# Air Creebec inland charter

The Board approved Amendment No. 1 to the air charter service contract with Air Creebec. This amendment to the original contract establishes a new charter service to connect the inland communities of Mistissini, Oujé-Bougoumou, and Waswanipi to Chibougamau Airport and from there to major centres. The new service is scheduled to start in July 2016.

**AED - ADMINISTRATION**

# Audited Financial Statements 2015-16

The Board reviewed and approved the audited financial statements for 2015-16. The Board also authorized Bella Moses Petawabano, chairperson of the CBHSSJB, and Daniel St-Amour, interim Executive Director, to sign the financial statements for the fiscal year ending March 31 2016.

# 2015 CSST Financial Report

The Board reviewed and approved the audited financial statements and the consolidated annual financial report for the Quebec Occupational Health and Safety Commission (Commission de la Santé et Sécurité au Travail, or CSST), from January 11, 2015 to January 9, 2016. Activities to prevent work-related injuries and illnesses in the workplaces are carried out by Quebec regional Public Health Departments, and each year since 2011 a budget has been put in place for the CBHSSJB to carry out these activities. This financial report documents the use of this budget.

# Cree Nursing Integration (Preceptorship) Update

The Board received an update on the Cree nursing Preceptorship or Integration program. The program aims to provide a warm welcome to the profession and structured orientation through coaching and support to help new Cree nurses integrate smoothly into health care teams in the Medicine, Emergency and Awash departments. There are six Cree nurses currently in this very successful program.

The next step is to create a program offering support for Cree nurses who do not yet have their OIIQ licenses. Currently there are 10 nurses in this position; while still in the development stage, the program could provide assistance in preparing for the OIIQ exam or help nurses explore careers related to nursing but not requiring the license.



# Call for Tenders for Nursing Agencies

In 2015, two independent nursing agencies, Solution Nursing L.F.C Inc and Multi Option Nursing+, were selected through a call for tender process as suppliers to fill nursing requirements. As the one year contract for each supplier is expiring, new contracts are required, and so the CBHSSJB issued a call for tenders. Fourteen agencies responded, and, after review, seven were qualified according to the CBHSSJB's standardized criteria. This number of responses represents an growing competitive market.

The Board approved the seven agencies as suppliers to supply the CBHSSJB's nursing requirements.

# 2016-17 Training Plan

The Board reviewed and approved the employee training plan for 2016-17. The training plan focus will align with priorities identified in the new Strategic Regional Plan:

- Health Determinants, bringing health indicators for the Cree population at least equal to those for the general Quebec population;
- Cultural Safety, ensuring that all services accord with Cree cultural values and realities ;
- resource development, building the human, material, technological and financial resources to meet the Cree population's needs;
- Succession planning, training Cree to take on positions of responsibility as physicians, nurses, social workers, technicians, managers, etc.

# Cree Succession Plan update

The Board received an update on the Cree Succession Plan, which aims to prepare Cree to take on positions of responsibility in the CBHSSJB. As close to 40% of the organization's managers will retire in the coming five years, there is a need to identify and prepare Cree candidates to replace them. The Cree Succession Planning Committee had pre-selected 15 applicants, while another 14 (out of 35 applicants) show potential for inclusion in the succession plan. The plan prioritizes the three most vulnerable communities, Nemaska, Waswanipi and Chisasibi. The team will interview candidates in person, finalize the number of retained candidates according to budget, and register them in the succession program.

# Nursing Manpower Plan update

There is an urgent need to develop a larger nursing workforce by coordinating recruitment and retention strategies. The nursing manpower committee aims to stabilize nursing teams and reduce reliance on agencies while ensuring the best of care, and to this end has

- Designated lump sums for agencies,
- Developed some time-sharing contracts (two nurses share one position, as now done in Whapmagoostui),
- Reviewed staffing processes,
- Launched a recruitment blitz, hiring of 36 new nurses, and
- Analyzed the structure for nursing personnel in each community.

These approaches are offering opportunities to address the nursing shortage and stabilize the nursing manpower in Eeyou Istchee.

# Addendum to Service Contract for Aerospace Marketing Inc

The Board approved an extension to the service contract with Aerospace Marketing Inc, which manages administrative and operational requirements for all charter flight services. The contract addendum extends the contract 9 months, from July 31, 2016 to March 31, 2017.

# Leadership program call for tenders

The Human Resources Department needs external resources in order to complete the development of a leadership program and the implementation of the new organizational structure and an efficient management and investigation process for employees' complaints. A call for tender resulted in one qualified bidder, Piron Ward Inc, and the Board approved the selection of Piron Ward as the support provider for these initiatives, with a contract running from July 1, 2016 to October 31, 2017.

# MS Enterprise Agreement

The Centre de Services Partagés du Québec, on behalf of the MSSS, negotiated a software licensing agreement with Microsoft Corporation for the Quebec health sector; the master contract was signed between the MSSS and Microsoft on June 2, 2016. The MS Enterprise Agreement is a 3-year price guarantee commitment for software license and assurance, between the customer and Microsoft. The Board approved enrolment in this program from April 1, 2016 to March 31, 2019.

# Implementation of New Organizational Structure

The Board received an update on implementation of the CBHSSJB's new organizational structure, which is designed to strengthen the role of Cree culture within the organization and improve the services being provided. The structure aims to provide access to the highest quality of health and social services by:

- Improving organizational communication, collaboration and coordination;
- Clarifying roles, balancing responsibilities and increasing accountability; and
- Ensuring Nishiiyuu and Cree culture have a more central and enhanced role within the organization.



# Organizational Structure, cont.

A three-phase plan to implement the new organizational structure has been developed :

- Phase 1 – Communications launch and priority implementations (May – July);
- Phase 2 – General implementations and change management support (August – October); and,
- Phase 3 – New Nishiiyuu mandate and Clinical Coordination and Integration Committee (CCIC) implementation (November – December).

The target date for completing the implementation of the new organizational structure and establishing the CCICs is December 2016.

# Health Canada

## Consolidated Funding Agreement

The Board of Directors authorized the signing of the Health Canada flexible agreement for consolidated funding from 2016-2019. The agreement will see consolidated funding for 2017-18 and 2018-19 reduced slightly from the base funding for 2015-16, but this diminished funding is likely to be replaced by other programs.

# Line of Credit Margin & Short Term Loan

The Board approved the establishment of a \$71.6 million line of credit with Financement Québec from July 1, 2014 to December 22, 2016, in order to address operating cash flow needs for the NIHB program, and extended the line of credit by \$20 million for the period from June 29-December 22, 2016.

**AED - MIYUPIMAATISIUN**

# Youth Healing Services Clinical Plan & Youth Protection Services Audit

The Board received the final report of the Review of the clinical plan of the future reception centre for Youth Healing Services and the Audit of Youth Protection and Youth Criminal Justice Act Services from Jean-Pierre Duplantie and Michèle Goyette. The 38-page report addressed YHS and the reception centre in its first chapter, and the YPS audit in its second chapter.

# Youth Healing Services Clinical Plan Update

The Board received a summary and review of the Youth Healing Services clinical plan for the new reception centre, which will have 15 beds to support youth referred under the Youth Protection Act or Youth Criminal Justice Act. Over 60 people were interviewed in developing the plan, including managers, workers, elders and youth. Following a comprehensive analysis of strengths, weaknesses and challenges of YHS, the plan presents a series of recommendations on youth programs, management, staff, physical installations, and placement prevention and aftercare services.

# Youth Protection Services Audit

Following the Human Rights Commission inquiring regarding the application of Youth Protection Act in Eeyou Istchee, Mr. Gilles Cloutier was appointed as a consultant to help the Director of Youth Protection (DYP) and the CBHSSJB to improve services and ensure the rights of the children and the families would be respected.

Mr. Robert Auclair, the DYP, proposed an action plan to the CBHSSJB Board of Directors in 2012 and much work has been done to implement it since then. The plan addressed targets concerning management and staff, collaboration with other resources, and the tools needed to improve the services. The audit provided an update on the action plan, noting what has been improved and what needs to be done.

# Youth Protection Services Audit continued

This audit focused on improvements, difficulties and needs concerning services, management, staff, consultants, partnerships and collaborations, and the implementation of the Youth Criminal Justice Act. It also proposed a series of recommendations in these areas, addressing training, aftercare plans, office space, and staffing, and stressed that Cree cultural values must be integrated into the application of the Youth Protection & Youth Criminal Justice Acts.

The Executive Director received a mandate have an audit performed on front line services.



# Recommendations in common for YHS and YPS

The report contained several recommendations that applied to both YHS and YPS:

- To promote manpower stability:
  - Training plan in collaboration with a college or university.
  - Supervision policy.
  - Manpower plan to assure stability and competencies.
  - Attraction and retention measures.
  - Appropriate and sufficient office spaces and housing.
- To support the implementation of these recommendations:
  - Mentorship and support for the directors to help them plan and implement the changes.

# Women's Shelters update

The Board received updates on the construction of Women's Shelters in Waswanipi and Waskaganish.

- Construction is underway in Waswanipi, and scheduled to begin in June in Waskaganish.
- A framework for program/service delivery is in place.
- A personnel plan has been developed and is being reviewed by HR; the first step will involve hiring a coordinator position.
- A training plan is being developed, with staff training tentatively set for Fall 2016.
- Grand openings are anticipated in early 2017.

Certain other elements are in progress, including developing an operational plan, the implementation plan, and a procedures and policies manual, and confirming various operational requirements such as insurance, leases, etc.

# Orthodontistry Service contract

The CBHSSJB is required to provide access to general and specialized dental services to its beneficiaries, but there has been no orthodontist specialist in the region. As a result, the Board approved a service contract with Dr. Clifford Simon, a certified orthodontist in good standing order with the “Ordre des dentistes du Québec,” which will run from June 16, 2016 to March 31, 2019.

**AED - PIMUHTEHEU**

# Birthing/Midwifery Plan cont.

The Board was presented a midwifery services plan for Eeyou Istchee (in January it had authorized the development of a midwifery plan). The plan has been developed through collaboration between strategic, coordinating, clinical plan and cultural working groups, the CPDP MatCare committee, the executive committee of the Council of Nurses, and local committees.

# Birthing/Midwifery Plan

The Board of Directors approved implementation of this plan, and also recommended

- including Cree women and local women's groups in the process to bring back birthing practices,
- adding Cree representation on the Steering Working Group, and
- preparing a newsletter to provide updates on Midwifery.

# Nomination of DPSQA-Psychosocial

The Board approved the nomination of Doreen Perrault as the Director of Professional Services and Quality Assurance – Psychosocial.

# **COMMITTEES OF THE BOARD**



# Council of Physicians, Dentists and Pharmacists (CPDP) Matters

The Board approved nominations of Physicians and Dentists for the CBHSSJB, conditional on complying to CPDP obligations.

# Nominations

## **Associate family physician members:**

- Dr. Mayuri Gupta
- Dr. Dorottya Magdolna Tikasz
- Dr. Charles-Étienne Plourde
- Dr. Tamara Fitch
- Dr. Jennifer Levesque
- Dr. Vanessa Bombay
- Dr. Anne-Marie Beaulieu
- Dr. Maryse Desmarais
- Dr. Erin McKay

## **Associate family physician members – new graduates:**

- Dr. Kate Conrad
- Dr. Darius Bayegan
- Dr. Sophie-Anne Bouchard-Cyr

# Nominations cont.

## **Active family physician members:**

- Dr. Xiao Lei Jiang
- Dr. Robert Patenaude
- Dr. Christina Smeja
- Dr. Danielle Perreault
- Dr. Yolaine Yim
- Dr. Barnet Fine

## **Active and Associate Specialist Physician Members:**

- Dr. Michel Welt (obstetrician-gynecologist)
- Dr. Maed Osili (oncologist)
- Dr. Julie Marchand (pediatric psychiatrist)

## **Active Family Physician Members – New Graduates:**

- Dr. Kimberley Sancton
- Dr. Roger Gray

# Nominations cont.

## **Dentists – Associate Members:**

- Dr. Zaher Jabbour
- Dr. René Boutin
- Dr. Josée Laprise-Demers
- Dr Holly Marie Shepherd
- Dr Émilie Af Ström

## **Dentists – Active Members:**

- Dr Tanya Agnaïeff

# CPDP Annual Report

The Council of Physicians, Dentists and Pharmacists submitted its 2015-16 annual report to the Board of Directors. The Executive Committee, Committee Chairs and Chiefs of the Departments contribute to the compilation of the report, which summarizes the activities of the CPDP in the past year. The Board approved the report as submitted.

# Nominations for Chief of Dentistry and Head of Public Health's Clinical Dept

The CPDP put forth two nominations that had already been approved by its executive committee: it nominated Dr. Lucie Papineau, current Chief of Dentistry, for another four-year term in that position, and it nominated Dr. Robert Carlin, current head of Public Health's clinical department, for another four-year term in that role. The Board approved both nominations.

# Upcoming Board of Directors Meetings

Special Board of Directors Meeting

Oujé-Bougoumou

July 12, 2016

Regular Board of Directors Meeting

Waskaganish

Sept 13, 14 & 15 2016