



## Tłı̨chǫ Community Services Agency Board Meeting

Revelation Room, Nunasi Building - June 11, 2019  
Bush Pilot Room, Explorer Hotel, June 11-13, 2019

### MINUTES

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In Attendance: Ted Blondin – Chairperson  
Alex Nitsiza – Vice Chairperson and Whati Representative  
Janita Etsemba – Behchokò Representative  
Noella Kodzin – Wekweèti Representative

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Executive & Staff: Shannon Barnett-Aikman, Chief Executive Officer  
Rose Jiang, Director of Corporate Services  
Johan Glaudemans, Director of Corporate Services  
Carolyn Smith, Quality Assurance & Risk Manager  
Linsey Hope, Director of Education

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Regrets: Henry Gon, Gameti Representation  
Sara Nash, Director of Health and Social Services

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**Call to Order** - The meeting was called to order at 9:10am.

**Opening Prayer** – Ted Blondin led the TCSA Board in an opening prayer.

#### **Declaration of Conflict of Interest**

To perform good governance, TCSA Board meetings begin with a declaration of any real or perceived conflict of interest by board members. Conflict of interest declarations help ensure public confidence in the Board as they make decisions that affect strategic and financial actions of the TCSA. Conflict of interest declarations are recorded in the meeting's minutes.

The respective Northwest Territories Conflict of Interest Act states:

2. (1) *Where a member, either on his or her behalf or while acting for, by, with or through another, has any direct pecuniary interest*
  - (a) *in a contact or proposed contract with the municipality or board,*
  - (b) *in a contract or proposed contract that is reasonably likely to be affected by a decision of the council or board, or*
  - (c) *in a manner in which the council or board is concerned,**and is present at a meeting of the council, board, or committee of the council or board at which the contract, proposed contract or other matter is the subject of consideration, the member*



- (d) shall, as soon as practicable after the commencement of the meeting, disclosed his or her interest and the extent and nature of the interest, and
- (e) Shall not take part in the consideration or discussion of, or vote on any such question with respect to, the contract, proposed contract, or other matter, or attempt in any way whether before, during or after the meeting to influence the voting on any such question.

2. (2) Where the interest of a member has not been disclosed as required by subsection (1) by reason of his or her absence from the meeting referred to in subsection (1) or by reason of the interest having been acquired or having come to his or her knowledge after the meeting, the member shall disclose his or her interest and otherwise comply with subsection (1) at the first meeting of the council, board or committee that he or she subsequently attends.

**No conflicts of interest were declared relevant to the agenda for this meeting of June 11-13, 2019.**

### **Approval of Agenda**

CEO indicates a potential need to switch the order of the program reports due to scheduling conflicts for some staff members, and requests the addition of 2019-2020 Performance Objectives to the agenda under the CEO report.

**Be it resolved that the Tlicheo Community Services Agency Board approves the agenda for June 11-13, 2019, modified to reflect the addition of the CEO performance objectives and to re-organize the program reports as needed. Moved by Janita Etsemba, Seconded by Alex Nitsiza. Motion Carried Unanimously.**

### **Approval of Minutes**

**Be it resolved that the Tlicheo Community Services Agency Board approves the minutes for March 12-14, 2019, with the addition of a signature line for approval on the last page. Moved by Alex Nitsiza, Seconded by Janita Etsemba. Motion Carried Unanimously.**

### **Review of Action Items**

Action items since the last TCSA Board meeting, March 12-14, 2019 were reviewed. Any new actions that arise during a board meeting will be tracked in the Action Log. As actions are completed, they will be removed from the log.

### **Chairperson's Report**

Ted Blondin was present to provide a written report dated June 11, 2019. Items discussed include:

- Education Chairperson's Meeting - Education Authority Chairpersons and Superintendents met to prepare for the semi-annual meeting with Minister Cochrane. Shannon received the NWT Distinguished Service Award at this meeting: it is an award given to a NWT Superintendent who has made significant contributions to public education in the NWT.



- Education Leaders' Meeting - The Chairpersons received a briefing of the integrated service delivery model anticipated to be piloted amongst the various social envelope departments. The NWTTA President attended to discuss ways in which education leaders can further support teachers in their communities. Transition to the new government was discussed insofar as it could impact NWT Education Authorities.
- Transportation Review - Discussion was had around the need for safety restraints in school busses. Neither the federal government nor the territorial government has made a ruling on this to date. TCSA has elected to move forward with the need for safety belts in our busses given that our daily transportation route includes a section of territorial highway.
- Jordan's Principle: There has been a grievance filed from the Union of Northern Workers (UNW) as they feel the positions being established through Jordan's Principle funding should be in the bargaining unit. TCSA is not an area of concern as we have hired our Jordan's Principle positions as unionized positions.
- NTHSSA Leadership Council Meeting - Cancer Care was a significant area of focus during that meeting. The cancer rate in the NWT is trending upwards for both men and women. NWT rates of certain cancers were presented as well as current screening programs across the NWT, and the desire for a territorially coordinated screening approach for various cancers was explored.
- Primary Healthcare Reform - A presentation was provided to orient the Council members on the background of primary healthcare reform in the NWT and an overview of the current pilot sites was provided. TCSA is one of the initial pilot sites – we are targeting chronic disease management in this pilot and look forward to including Tlicho Government staff as equal partners in this work.
- High School Graduations: The Chairperson attended both the CJBS and MCS graduation ceremonies to give a speech to the graduating class.

### **Quality Assurance and Risk Manager's Report**

Carolyn Smith was present to provide a written report dated June 11, 2019. Items discussed include:

- An overview of what a Quality Assurance Risk Manager does / is responsible for was provided. Quality in health and social services care is what the best possible outcome of providing health and social services should look like. Principles of high quality care include relationship-based, client and family centred care; safe care; accessible care; appropriate care; integrated care.
- Accreditation Update - "Tracers" are being done across all HSS program areas. Tracers are essentially on-site, embedded training opportunities for staff to move through an actual accreditation-type interview; it allows us to identify any gaps in knowledge, practice, etc. And put measures in place to close those gaps prior to the accreditation survey.
- RL6: this is a new, web-based Information Reporting and Management System that all health and social programs will eventually use to report quality and safety incidents in the workplace. The statistical data we will eventually be able to gather through this program will help support continuous quality assurance improvement and risk mitigation.



Additional Quality Assurance and Risk Management agenda items include:

- A) Review and discussion of the territorial Ethical Decision-Making Framework as part of the 3<sup>rd</sup> reading for adoption of the framework. Inclusion of the newly drafted and corresponding supporting guidelines document.

**Be it resolved that the Tliche Community Services Agency Board approves the 3rd reading, and adoption, of the Territorial Ethics Framework as presented. Moved by: Alex Nitsiza, Seconded by: Janita Etsemba. Motion Carried Unanimously.**

- B) Introduction to, and discussion of, the TCSA Code of Conduct Policy and the corresponding TCSA Code of Conduct document. Complete the 1st and 2nd Reading of the TCSA Code of Conduct Policy and the TCSA Code of Conduct.

**Be it resolved that the Tliche Community Services Agency Board approves the 1st and 2nd reading of the TCSA Code of Conduct Policy and the TCSA Code of Conduct. Moved by: Alex Nitsiza, Seconded by Janita Etsemba. Motion Carried Unanimously.**

- C) Presentation and discussion of the new Mental Competence Policy and related program standard operating procedures.

**Be it resolved that the Tliche Community Services Agency Board approves the 1st and 2nd reading of the TCSA Mental Competence Policy. Moved by: Alex Nitsiza. Seconded by: Janita Etsemba. Motion Carried Unanimously.**

### **Chief Executive Officer's Report**

Shannon Barnett-Aikman was present to provide a written report dated June 11, 2019. Items discussed:

- Overview of the progress to date (quarterly review) of key actions in supporting the TCSA's strategic direction. These will be included as a regular section of the CEO's quarterly report moving forward. The information specifically reflects the goals and priorities outlined in the 2019-20 operational plans for Education, and Health and Social Services.
- A summary review of the audited financial statements for 2018-2019 was discussed. Further detail included in the Director of Corporate Services report.
- Current infrastructural needs of the Agency were reviewed: until recently, the TCSA was not on the capital planning radar for GNWT-HSS or Tliche Government. However, the CEO has been strategically driving the conversations with both governments to address our needs in the areas of staff housing in Behchoko and Whati; Marie Adele Bishop Health Center in Behchoko, and the shortage of office and program space in the Nishi Khon Building in Behchoko.
- The CEO has been working with the GNWT Departments of ECE and Infrastructure (INF) to move forward the Chief Jimmy Bruneau School Capital Improvement / Replacement project. An update was provided on that process.



- As part of our work to support the TCSA Board in fulfilling its mandate to govern the TCSA we are working to draft a TCSA Board Governance Manual. The development of this manual is guided by the Governance Standards of the Accreditation Canada process and is informed by a comparable project taking place within the NTHSSA Leadership Council.
- The Accreditation Canada Governance work plan is advancing. Ethical decision making and training regarding accountability for quality service delivery will be high priority areas to achieve over the next few months.
- There continues to be a significant amount of work connected to our preparations for the accreditation survey in September. Accordingly, we will not take on any additional projects until October 2019.
- Overview of the progress to date in meeting the Required Organizational Priorities (ROPs) and High Priority Governance Standards. Discussion included to explain what Board members can expect the engage with the accreditation surveyors in September, including that they will meet in-person with the surveyors in Behchokò and they will be interviewed regarding their governance role and functions as a Board of Management.

Presentation, review and discussion of the final draft of the TCSA 2019-2022 Strategic Plan. The final draft incorporates additional feedback provided by TCSA Board members during the March 2019 meeting, as well as additional feedback from staff. Note that the only amendments left are to include a photo of the TCSA Chairperson and CEO as part of the front-matter of the document.

**Be it resolved that the Tłı̄ch̄q Community Services Agency Board approves the 2019-2022 Strategic Plan, as circulated. Moved By: Janita Etsemba. Seconded By: Noella Kodzin. Motion Carried Unanimously.**

Presentation of the CEO's performance objectives for 2019-2020. Multiple goals have been categorized into the following thematic sections: governance, leadership, quality improvement, partnerships and collaboration, operational and fiscal sustainability. The TCSA Board is supportive of the goals as outlined.

### **Education Report**

Linsey Hope was present to provide a written report dated June 12, 2019. Items discussed include:

- Staffing Update - 7 vacant positions across the region at present. Continuing to work with GNWT-HR to recruit for those positions. Due to the difficulties in recruiting high quality staff we are implementing a strategy to have interview pools whereby one TCSA Board member will interview a pool of applicants with the intent to hire across multiple communities. We will continue to ensure all Board members are included in that process insofar as possible.

**Be it resolved that the Tłı̄ch̄q Community Services Agency Board will Motion to go In-Camera at 10:45am to discuss concerns raised by the Community Council of Wekweeti regarding Alexis Arrowmaker School staff members. Moved by: Alex Nitsiza. Seconded by: Janita Etsemba. Motion Carried Unanimously.**



**Motion to Come out of In-Camera at 11:20am. Moved by: Alex Nitsiza. Seconded by: Janita Etseмба. Motion Carried Unanimously.**

- Quality Improvement Planning - school improvement planning is complete for 2018-2019 and in progress for 2019-2020 for all schools.
- TCSA will work with ECE to develop and formalize the school review process for 2019-20 with a particular focus on inclusive schooling.
- TCSA continues to move forward a strategic approach to training and development for our education staff which is directly informed by, and connected to, the learning needs of our students.
- Tlicho Language, Culture, and Way of Life – this year has seen an improved coordination of language and culture programs spanning the education program. Evidence of this includes the renewal of regionally coordinated culture camps (including rites of passage camps); in-school culture-based integrated programming; whole school language approaches to teaching Tlicho; and hiring Tlicho elders as Indigenous Health and Wellness Elders in our schools (we are seeking funding partners to ensure the continuation of this program for next school year).
- Northern Distance Learning (NDL) Program - CJBS was the first to implement NDL in the Tlicho region this year and they will continue to offer NDL next year. MCS in Whati will join in offering NDL courses for 2019-20.
- Oral Language Development - We will continue to implement a coordinated approach to Speech and Language Therapy services in our child population by ensuring a continuum of service between SLP services provided by Stanton Territorial Hospital, Tiny Eye, and our own TCSA SLP staff.
- Oral Language and Public Awareness campaign will continue into 2019-2020. Mason Mantla is contracted to complete a few videos that can be used in our PR campaign also. Unfortunately, we've had difficulty in accessing Mason to date, but are hopeful this will take place during the summer.
- Demographics and Student Achievement Data:
  - Attendance update: attendance in all TCSA schools has declined in 2018-19 as compared to previous years. Discussion of what possible strategies may improve attendance in each community - partnerships with community government? TCSA Board? School?
  - Reading Levels: More students are closing the gap in that they are advancing their reading levels more than the equivalent of a school year, within the actual calendar of a school year.
  - Tlicho Oral Language Assessment: The majority of our students are presenting at beginner / basic level language speakers.
- 2019-2020 Projects:
  - Indigenizing education - enhancing a whole school approach to language revitalization
  - Numeracy plan - currently developing a strategic approach to numeracy improvement, including the development of numeracy assessments and the staffing of a math coach, staffing models that reflect a strengths-based approach whereby teachers who are strong in teaching math, will actually teach Math and the same can be said for literacy.
  - Jordan's Principle: TCSA has been approved for \$1.654M in Jordan's Principle funding to support our vulnerable children and youth.
- School Reports:
  - Each school's report is attached to the Education report for this quarter. The reports will be used as a communication tool (newsletter style) with the families and communities as well.



Senior Secondary Program Policy - 3rd Reading and Discussion

**Be it resolved that the Tłı̨chǫ Community Services Agency Board approves the 3rd reading of the Senior Secondary Program policy and passes a motion to approve the policy as presented. Moved by: Alex Nitsiza. Seconded by: Janita Etsemba. Motion Carried Unanimously.**

Healthy Foods for Learning policy - 1st and 2nd Reading and Discussion

This is a new policy for our schools and it aligns to the GNWT Anti-Poverty Strategy action plan, Canada's revised and updated food guide. Discussion to include reference to the Dene Law of Sharing what we have; also explicit reference to the First Nations, Inuit, and Metis Canada Food Guide, and reference to continuing to offer traditional foods.

**Be it resolved that the Tłı̨chǫ Community Services Agency Board approves the 1st and 2nd reading of the Healthy Foods for Learning policy with the requested amendments. Moved by: Alex Nitsiza. Seconded by: Noella Kodzin. Motion Carried Unanimously.**

Home Boarding Policy - 1st Reading and Discussion. TCSA will consult GNWT Risk Mgmt and Legal Council on any further necessary revisions of this policy before the next board reading.

**Be it resolved the Tłı̨chǫ Community Services Agency Board approves the 1<sup>st</sup> reading of the Home Boarding policy but requests the Agency consult with GNWT Legal Council to ensure any appropriate revisions are captured before the 2<sup>nd</sup> reading. Moved by: Janita Etsemba. Seconded by: Alex Nitsiza. Motion Carried Unanimously.**

TCSA Operating Plan for Education Programs - Review and discussion.

**Be it resolved that the Tłı̨chǫ Community Services Agency Board approves the 2019-20 Operating Plan for Education, as presented. Moved by: Alex Nitsiza. Seconded by: Janita Eetsemba. Motion Carried Unanimously.**

### **Health and Social Services Report**

Sara Nash submitted a written report dated March 12, 2019 but was unavailable to attend the TCSA Board meeting due to a family emergency. The Acting Director of Health and Social Services is away on duty travel for training related to the Child and Family Services program so the HSS report was delivered by the CEO on her behalf. Items discussed include:

- Accreditation and Quality Improvement for our region has been a main focus this quarter and will continue to be priority until the scheduled survey in 2019.
- Child and Family Services continue to focus on recruitment, along with implementation of new screening criteria and documentation procedures.
- Child and Family Services continue to implement recommendations from the OAG audit report.
- JESH continues to focus on recruitment, organization and scheduling of staffing. Training implementation has been a major priority.



- Staffing Update - TCSA has begun to hire Nurse Practitioners to perform some of the public health functions of our program delivery. We are the first in the territory to successfully transition to this model which is considered a best practice in rural and remote healthcare. We do continue to experience significant recruitment challenges across all programs areas.

### **CEO Performance Appraisal**

Northways Consulting Lead, Allan Twissell, was present to provide a written report detailing the results of the 360° Chief Executive Officer Performance Appraisal for 2018-2019.

**Be it resolved that the Tłı̨chq̓ Community Services Agency Board will go in-camera at 4:18pm to receive and review the presentation of the 360° Chief Executive Officer Performance Appraisal for the 2018-2019 fiscal year. Moved by Janita Etsemba, Seconded Alex Nitsiza. Motion Carried Unanimously.**

**Be it resolved that the Tłı̨chq̓ Community Services Agency Board will come out of camera at 4:28pm. Motion to come out of camera. Moved by: Alex Nitsiza. Seconded by: Noella Kodzin. Motion Carried Unanimously.**

**Be it resolved that the Tłı̨chq̓ Community Services Agency Board accepts the Performance Evaluation of the Chief Executive Officer as presented by Northways Consulting on June 12, 2019 and, further, that in light of a positive performance review, and in recognition of the level of effort that the Chief Executive Officer has provided over the past year, the Board approves an increase of 4% of the CEO's base salary retroactive to her date of first anniversary, as well as a one-time bonus of 2% of the CEO's salary. Moved by: Alex Nitsiza. Seconded by: Janita Etsemba. Motion Carried Unanimously.**

### **Visit and Tour of the Arctic Indigenous Wellness Foundation Urban Wellness Camp.**

The TCSA Board and senior staff attended a tour of the Arctic Indigenous Wellness Foundation's new Urban Healing Camp located in Yellowknife on Wednesday June 12, 2019. It was unanimously considered to have been an inspiring experience.

### **Finance and Corporate Services Report**

Rose Jiang and Johan Glaudemans were present to provide a written report dated June 13, 2019. Mary-Jane Wedzin, Manager of Finance, joined the Directors to overview the Education Operational Budget. Items discussed include:

- A) Review of the Audited Financial Statement dated March 31, 2019. TCSA staff are committed to full transparency and the highest standard of ethics in managing the budgets spanning all areas of the Agency.

**Be it resolved that the Tłı̨chq̓ Community Services Agency Board will go in-camera at 10:39am to review the contracted service providers outlined in the audited financial statements. Moved by: Janita Etsemba. Seconded by: Noella Kodzin. Motion Carried Unanimously.**





**Be it resolved that the Tłı̄chq̄ Community Services Agency Board will come out of camera at 10:46am. Moved by: Janita Etsemba. Seconded by: Noella Kodzin. Motion carried unanimously.**

**Be it resolved that the Tłı̄chq̄ Community Services Agency Board approves the Audited Financial Statements dated March 31, 2019. Moved by: Alex Nitsiza. Seconded by: Noella Kodzin. Motion Carried Unanimously.**

- B) Review of the 2019-20 Operating Budget for Education. As is usual, the 2019-20 budget was developed very intentionally alongside the operating plan so that the funding decisions are directly reflective of, and connected to, the program goals for the upcoming school year.

**Be it resolved that the Tłı̄chq̄ Community Services Agency Board approves the 2019-20 Operating Budget for Education. Moved by: Alex Nitsiza. Seconded by: Janita Etsemba. Motion Carried Unanimously.**

- C) Update on new improvements to finance procedures and processes including our accounts payable processing, direct deposit payments for suppliers, visa policies and reconciliations.
- D) Implementation of monthly expense variance reports for all program areas.
- E) Review of the Draft Board Honoraria & Travel Expense Payment policy for 3rd reading by the Board.

**Be it resolved that the Tłı̄chq̄ Community Services Agency Board approves the 3rd reading of the Board Honoraria and Travel Expense Payment policy. Moved by: Alex Nitsiza. Seconded by: Janita Etsemba. Motion Carried Unanimously.**

### **Board Member Concerns**

Board members brought forward discussion items under the following topics:

#### **Whati:**

- Extra-Curricular Sporting activities for students
- School Attendance
- School leadership attendance at community council meetings
- Parent Advisory Committee

#### **Behchoko:**

- Extra-Curricular Sporting activities for students

#### **Chairperson:**

- Electronic devices during Board meetings
- Guest spot for regional managers to periodically attend Board meetings
- Long Service Awards
- TCSA Charters – development of a waiver for non-TCSA passengers



## Wekweeti:

- Extra-curricular sporting events

## Meeting Reflections

Guiding questions: What was positive about this meeting? What would you like to see improved for future meetings?

- Touring the Urban Wellness Camp was the most impactful and positive part of the meeting. It was inspiring and reminds us of the importance of the work we are engaged in.
- Appreciative of the efforts to “professionalize” our meeting packages – including the new format of the minutes, of our various board reports, and of our communication tools (the board meeting summary) that we can use with our communities.
- Having the new action plan updates specific to our work toward accreditation governance and operating plan goals is a positive step forward. These colour-coded tables are easy to understand and give us important information about the work being done over the course of the year.
- There is value in considering an annual retreat for board members and senior management whereby we can reaffirm our commitment to the strategic plan, operating plans, and the goals of our Agency while also building our sense of team. This should be added to the agenda for discussion at the next regularly scheduled board meeting.
- Request for the CEO to explore possible mechanisms for chairperson and member evaluations. Present findings at the next regularly scheduled board meeting.

## Scheduling

- In an effort to minimize potential scheduling conflicts for Board members and senior staff members, as well as to ensure we are able to secure preferred accommodations and board meeting space, the CEO has drafted a proposed schedule for TCSA Board meetings for the next full year (July 2019 – June 2020):
  - Agreement to conduct a mid-quarter special meeting for the purpose of Accreditation preparation, including policy review and approval, as well as a governance tracer (if possible). Confirmed date of **Thursday August 29<sup>th</sup>, 2019** in order to coincide with the TCSA’s Annual Regional Education Conference and Cultural Orientation.
  - Agreement to hold the next regularly scheduled Board meeting on the proposed dates of September 10-11-12, 2019. Location to be determined.
  - TCSA Board members will also be required to attend a meeting with the Accreditation Canada Surveyors on Sunday September 29<sup>th</sup> as part of the accreditation process. More



information and preparation for that meeting will be included at the special meeting scheduled for August 29, 2019.

- Recognizing the need for management and Board members to be more present and accessible to the communities we serve, the CEO has proposed a model of holding Board meetings in our Tlicho communities such that at least a portion of each board meeting is accessible to the residents of one Tlicho community such that within the scope of each fiscal year, all four Tlicho communities are included.
  - TCSA Board members are in full support of holding Board meetings, or a portion of each Board meeting, in the outlying communities. The attached schedule looks good in theory, as do the dates. Request the CEO to confirm that they do not conflict with Gameti Board members' work schedule and draft a sample logistical plan of how this would work for the next regularly scheduled Board meeting.



**Closing Prayer**

Ted Blondin led the TCSA Board in a closing prayer.

**Motion to Adjourn**

The meeting of the TCSA Board was adjourned June 13, 2019 at 3:55pm.

MINUTES Approved via motion of the board on September 14, 2019:

 _____ Chairperson Signature	September 14, 2019 _____ Date
 _____ Chief Executive Officer Signature	September 14, 2019 _____ Date