

Location: Bush Pilot Room, Explorer Hotel, Yellowknife

Participants: Ted Blondin, Chairperson
Janita Etsemba, Behchoko Representative
Alex Nitsiza, Whati Representative
Noella Kodzin, Wekweeti Representative
Henry Gon, Gameti Representative

Staff: Shannon Barnett-Aikman, Chief Executive Officer
Rebecca Nash, Director of Health & Social Services
Johan Glaudemans, Director of Finance & Corporate Services
Rose Jiang, Director of Finance & Corporate Services

Regrets: Linsey Hope, Director of Education
(In attendance for Education report morning of Sept 12, 2018)

- 1. Meeting called to order at 1:30pm**
- 2. Opening Prayer by Noella Kodzin**
- 3. Declaration of Conflicts of Interest** - No conflicts of interest declared
- 4. Motion to approve meeting agenda**

Moved by: Alex Nitsiza
Seconded by: Janita Etsemba
Motion Carried

- 5. Review of Previous Meeting Minutes** - February 19, 2018 and April 25, 2018
- 6. Motion to approve previous meeting minutes – June 27-29, 2018**

Moved by: Alex Nitsiza
Seconded by: Janita Etsemba
Motion: Carried

5. Guest Presentation:

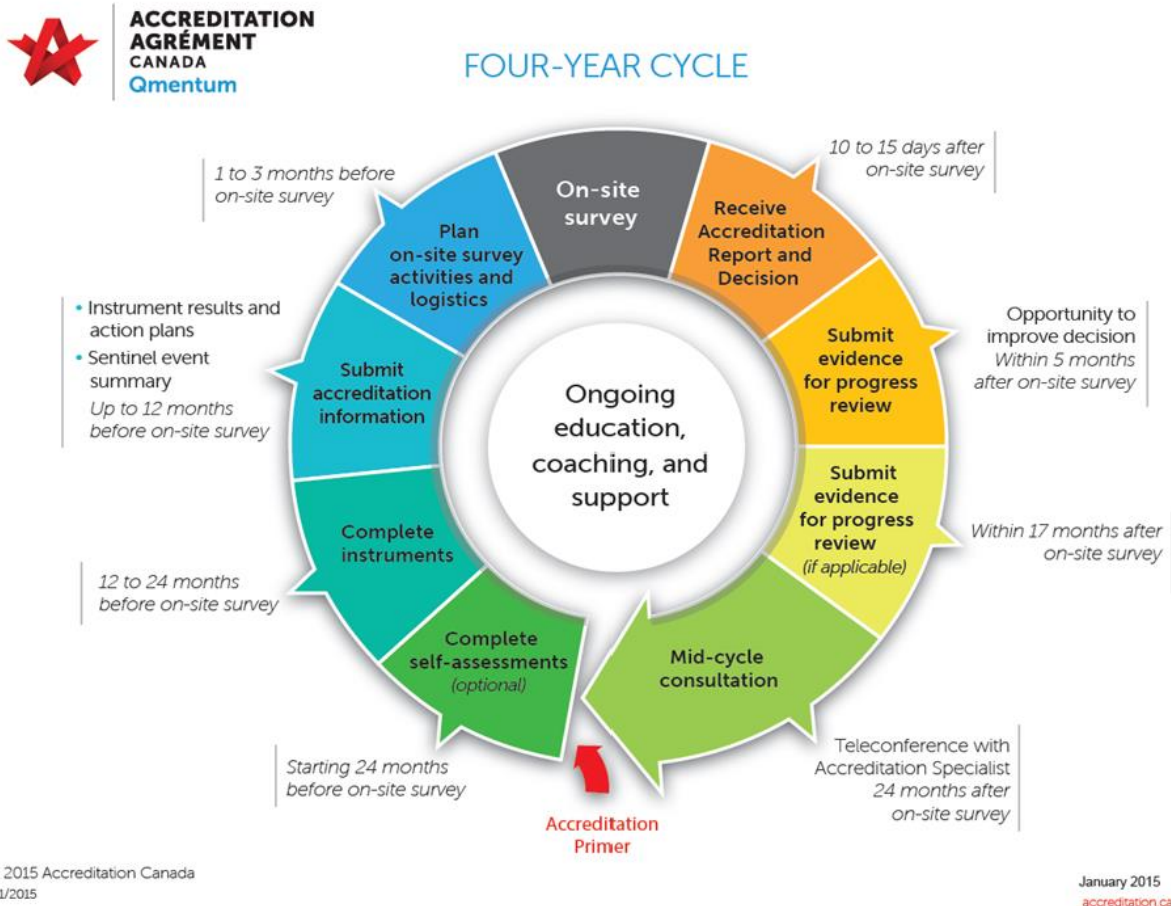
Governance Standard for Accreditation Canada – c/o Lorie-Anne Danielson

What is accreditation? It is an ongoing process of assessing health care and social services organizations against standards of excellence to identify what is being done well and what needs to be improved. It includes an independent, third-party assessment of organization.

The NWT is looking at both the Health and the Social Services programs across the territory. There are 129 standards worldwide but an international body. Accreditation Canada is the national organization who leads this work in Canada.

Accreditation Canada wants to work *with* health authorities to support them in improving their quality of care.

Accreditation is a 4-year cycle. Starts with looking at the organization at present time - what are our services now? Self-assessment on "X" standards, every 4 years.



The main core patient safety and risk standards are the same across all community types. But the service standards and others, they are differentiated for remote and rural communities vs urban centers.

TCSA is pursuing the following 12 standards:

- Child, Youth, & Family Services
- Community Based Mental Health
- Governance
- Home Care & Service Excellence
- Infection Prevention & Control
- Leadership
- Long Term Care
- Medication Management
- Mental Health
- Point of Care Testing
- Public Health
- Remote & Isolated

The role of the TCSA in Accreditation:

- The TCSA Leadership will be working on the Governance Standards and will be *consulted* on the development and implementation of an action plan to address the areas of improvement identified through the self-assessments.
- Act as consultants for the Accreditation Leadership Forum and the Standards Teams.
- Help promote Accreditation as a vehicle for improving health and social services throughout the territory.

The Governance standard is built on 5 key functions of Governance:

- Developing mission, vision, values.
- Collecting and using knowledge and information
- Developing the organization
- Building relationships with stakeholders
- Demonstrating accountability

The standard is grouped into 4 sections based on functions:

- Supporting organization to achieve mandate
- Being accountable and achieving sustainable results
- Clear direction for organizations
- Effective board functioning

Governance Functioning Tool:

- Board members and senior managers reviewed the governance functioning tool and completed the governance self-assessment.

6. CEO Report

- Health and Social Services is projected to be in a deficit of \$395,630 by year end (we had budgeted for a \$952,767 deficit). The lower salary expense resulting from a significant number of vacant positions within our HSS department is the primary cause for this.
- Senior management is strategically prioritizing which vacancies need to be filled sooner than others. While our reduced staffing numbers are certainly helpful in managing the budget, they have a significant impact on the quality of our program delivery. As such, during the 18/19 fiscal year our recruitment efforts will be a priority.
- Update provided regarding the ongoing collective agreement negotiations between the GNWT and the Union of Northern Workers. Mediation has been set for late October 2018. In the meantime, all government departments have been finalizing their Job Action Contingency plans. On August 28, the CEO met with representatives of the GNWT, the UNW, and their mediator for arbitration/mediation proceedings specific to our TCSA Essential Services Agreement. During that process we negotiated an increase in the number and variety of workers who are considered to be *essential* in case of strike

action. The plan now includes mental health and addictions workers as well as the child and youth care counsellors in schools.

- There is a significant amount of change spanning all levels and program areas of our territorial Health and Social Services system including Long Term and Continuing Care, Primary Care, and Child & Family Services. Not one area of TCSA programming will remain untouched by system transformation.
- Areas of focus for the current year include:
 - Improvement management capacity and communication
 - Recruitment and retention
 - TCSA policy review and indigenizing programs
 - Strategic plan development
 - Cross system leadership

7. Health and Social Services Report

- Staffing overview - positions posted currently and challenges in filling our vacancies
 - NIC-Behchoko
 - NP-Behchoko
 - LPN-JESH (need a casual to cover leave)
 - Home and Community Care Coordinator-Behchoko
 - CSSW-III (social workers)-4 in Behchoko
 - Ambulance staff-EMRs
- Positives:
 - 4 Child and Youth Care Counsellors are staffed in our region now, which is one more than we had last year.
 - One of our local Tlicho social workers has been moved into a supervisor position on a developmental TA. She has also expressed interest in pursuing graduate level studies and has requested financial support. We are working through the details of what that will look like.
- Training and development opportunities access during the last quarter:
 - Basic foot care
 - Food safety
 - Managing hearing aids
 - Elder Abuse
- Board concern: insufficient number of vehicles to meet need for homecare, JESH, and social work. TCSA has already initiated discussions with the Department of Health and Social Services (DHSS) around various infrastructural needs including the vehicle fleet.
- Tlicho All Season Road (TASR) - what implications are there for the all-season road? TCSA continues to work with community governments and GNWT to be proactive.
- Community government meetings - board wishes for local health managers present to community governments regularly.
 - Rebecca and Shannon agree - shared example of school principals' practice. Will discuss the logistics and look to move toward implementation of this practice.

- Chronic disease community engagement - early October. TCSA -HSS is working with TG to schedule and implement this.
- Latent TB pilot is underway in the planning stage. Another community engagement event planned for November 1st - being done in partnership with TG, GNWT and Health Canada.
 - Communicable disease summary - STI prevention and health promotion will be the primary focus for this quarter
 - our STI numbers remain high - there will be a community health nurse who will visit schools regularly as part of our action plan to reduce these numbers;
 - working with the schools to participate in puberty camps, etc.
 - Board - has there been an analysis of which age groups are the most impacted? Must do in order to inform action plan.
 - Discussion around what flexibility there is to hire dieticians to work within our health promotion and prevention framework?
 - Is there an opportunity to utilize these mechanisms as part of a comprehensive health promotion campaign?
 - CEO is committed to building data-based decision making within the management team.
 - Electronic Medical Records will allow us to pull trending information eventually, but presently that capacity is not there.
 - In the meantime, CEO has begun pulling the data manually but this is time consuming.
 - It's already yielded results since that is what persuaded the UNW to concede to our requested increase on the Essential Services Agreement for the Job Action Contingency plan.
 - School dental therapy program - currently contracting those services through Somba K'e Dental on an annual basis while we work through the recruitment processes noted yesterday.
 - Long term care Overview:
 - Tlichó Camp Yoga is a local success: much media coverage territorially and nationally (APTN is there today, September 12, 2018).
 - Much formal and informal training efforts continue in this area including:
 - Supportive pathways
 - Wound care
 - Foot care
 - Kitchen training
 - WHMIS - Workplace Hazardous Materials Information System
 - TDG - Transportation of Dangerous Goods
 - Tlichó language training
 - Elder abuse awareness
 - Social Programs: Child and Family Services
 - SDM - Structured Decision Making
 - Matrix system
 - Housing Pilot project is ongoing and continues to yield success

- Board member concern: income support refuses to pay in some cases because the homeless person is staying on the couch, does not have their own room...speaks to housing capacity standards (national? Territorial? Is there a GNWT policy on this?)
 - Where is the standard or the use of the standard coming into play?
 - Income support is telling them they're refusing to pay their rent based on "X" standard. If using the Housing Authority standard then is there policy or legislation that supports that process.
 - Board members request that TCSA track down a copy of the standards / policies being referenced in these instances and report back to Behchoko board members.
- Child and Youth Care Counsellors - based primarily in the schools during the school year. However we need to find office space for them to use when schools are closed.
- Out of Territory program (supports available to send individuals and/or families out of territory to receive treatment) - we are leading in this area. "Meet or beat the standards ... in this area we beat the standards."
- Housing shortage affects CFS programs ... especially when the residence is eventually demolished as part of the CJBS replacement.
- Social Programs: Mental Health
 - Training intended in the following areas: narrative therapy, fetal alcohol spectrum disorder, youth mental health, and cognitive behavioral therapy.
- Board question: Client satisfaction surveys: how can we garner that kind of feedback to improve our services?
 - Through our work toward accreditation we will need to develop these mechanisms...information resulting from those sources will be shared with the Board as it becomes available.
- Board question: what is the TCSA planning as part of the National Addictions Awareness Week (November)?
 - CART is planning activities for that week. Are there ways to collaborate? Where possible TCSA will work with the CART team accordingly.
- Board question: opiate deterrents in the community in the lead up to holidays (Halloween, Christmas, etc.)
 - Public Health nurse action: get staff trained at the Sportsplex and other key community areas so that the naloxone kits can be located throughout the community.
 - This training has already been delivered to the school Principals and PSTs, and the kits are now present in the schools.

8. Education Report

- JK is operating in all schools, except Wekweeti. The intention was to have that classroom in operation however the single four year old (family) in the community has moved. The

worker for that program is in place through to the end of the year so if the family returns then the program will be implemented.

- Bus driver training was provided to all bus staff during the annual conference and cultural orientation days held in August.
- All education staff were "trained" in the residential schools legacy during the regional cultural orientation. Keynote speaker was Dr. Angela James.
- "TinyEye" distance-based speech-language therapy contract on a pilot project basis. MCs and EMES are going to pilot this year while we continue to attempt staffing the regional SLP positions at the TCSA.
- Graduating with a special Tlicho designation (part of the Sr High policy). Thoughts about how to make that special within the already special graduation:
 - Who should provide that award during the graduation ceremony?
 - Possibly the language leaders
 - Possibly an elder
 - For decision: who will be the one to provide that award?
 - TCSA agreement: Local Chief plus an elder of their choosing who will jointly make that presentation during the graduation ceremony.
 - Chiefs will need to be consulted in the determination of the graduation date each year so they "have some ownership" over the ceremony.
 - Students would like to create some badges that represent their growth (i.e. drums, beading, etc. Something that can be pinned during the graduation ceremony.
 - Math literacy ... we are currently exploring what that needs to look like in our region. This year will be about developing a framework for that initiative with intent to implement next year.
 - RILE - Regional Indigenous Language Educator is a new classification of position within the regional office. Lucy Lafferty will fill this role for the TCSA: they are tasked with spreading the expansion of language learning throughout the school ... not specific to the Tlicho language classes.
 - Third Party Funding - we access many organizations outside of GNWT for this. New this year we have:
 - APPLE schools ... which is specific to innovative health and wellness programming in schools. CJBS applied to be an approved APPLE school and was selected to be part of that project.
 - JORDAN's PRINCIPLE: comprehensive proposal around SLP, jointly developed between TCSA ED and TCSA HSS.
 - As Director travels to Whati, Gameti, and Wekweeti she will contact the local board members to invite them to meet while she is in the community, etc.

Board Question: Do the schools still access the Take a Kid Trapping?

- Yes they do: largely implemented through Gonowoke'e at CJBS but it's up the individual schools on how they implement that program.

9. Finance & Corporate Services Report

- At the CEO's direction, the Directors of Corporate Services are working to cross-train finance staff to improve operations within the Corporate Services department of TCSA.
- TCSA is in the process of setting up direct deposit / electronic fund transfer for payment to suppliers, contractors, and board members. We are also in the early stages of setting-up e-Deposit for payment received from customers/clients.
- TCSA is implementing a new formal signing authority form and signature record - it is consistent with the new Finance Administration Manual.
- TCSA finance division is developing financial coding instructions for Health and Social Services division which will support program managers in actively managing their budgets.
- CEO has requested that Corporate Services pull together the relevant staffing and service delivery information of the ambulance program to make better informed decisions around staffing and management of the program. That process was initiated during the summer and should be available within the current quarter.
- Staff Housing Update:
 - TCSA has completed a review of our lease agreements and tenants' agreements
 - Maintenance of housing units continues to be a challenge
 - A new email has been created where staff tenants can communicate their concerns. Like a helpdesk. This will be distributed for staff promptly.

Key Activities Proposed over next Two Quarters:

- FAM (Finance Administration Manual) training since this document outlines and details the necessary processes and procedures in managing public funds.
- Strengthening the compliance of Visa policies and procedures.
- IT system migration...working with the Technical Service Center (TSC) to roll this out. There is concern around the delay in moving this forward – we will work proactively to engage with the GNWT's Technical Service Center to resolve the cause of those delays.

Review of the Auditor's Management Letter:

- Much of what is provided for recommendations are being actioned, as noted in the Corporate Services report.

The Manager of Finance (Mary Jane Wedzin) provided an overview of the Annual Financial Report for Education:

- Difference between what we budgeted vs what ECE provided in contributions. This was largely due to a change in funding received for the junior kindergarten program.
- There was a significant increase (~\$209k) in TLC funding due to a change in the way federal funding flows to GNWT for language and culture programming and the GNWT change to that block funding formula.
- Our third party agreements ("Other Revenue") were significant as well (note 9): we only budgeted for \$76,600 but actually ended up receiving \$138,802.

- Our Board generated funds was higher than we had anticipated also (Note 10). We budgeted for \$23,400 but actually brought in \$328,939. These areas include funding from BHP, Breakfast for Learning, Food First Foundation, NWT Literacy, NWTTA-Student Success Initiative, Mackenzie Recreation Association, etc.
- Under Expenses:
 - We underspent overall on the education program, though we did overspend in the Tlicho Language and Culture program.
 - Two restricted funding blocks: Aboriginal Language and Culture block and the Inclusive Schooling block.

Motion to Accept the Education Financial Statement Report June 30, 2018

Moved by: Alex Nitsiza

Seconded by: Janita Etsemba

Motion: Carried

Board member request's to have the Management letter from the auditor shared with the board. TCSA Directors of Corporate Services have that letter and shared it with the board at the end of the Education Statement presentation.

10. Guest: Chief Clifford Daniels, Behchoko Chief

Chief Daniels shared the context of the issues coming from the community within the social programs sphere. These concerns include:

- Request for healing supports / grieving supports
- Acknowledge the homeless program that came about through the inter-agency group
- Treatment options - people have to be assessed. Director of Poundmakers said to Chief Daniels that assessments are not always required - urgent cases, etc.
 - What level of responsiveness can we provide? Does there always need to be a prolonged assessment?
- Transition plans for individuals and families who complete treatment programs and are returning to their community.
- Request for a monthly program option that supports healing ... spanning any and all community members. There is a desire within local community government to co-develop something that will meet this need and offer a regular, monthly program.
- Narcotics anonymous is needed as much as alcoholics anonymous
- Opportunity to engage with the parish council insofar as the spiritual council may meet some need within the population as well.
- What opportunities exist to develop a comprehensive healing plan?

11. Discussion with Chief Executive Council

All five Chiefs attended the TCSA Board meeting to engage in conversation about the importance of working together and being mutually supportive of, informed by, and complementary to, the priorities of our respective organizations. Topics discussed included:

- Scholarship support and possibility of tutoring support

- Resource center with digitized resources – partnership opportunity between TCSA and Tłıchq Government
- Supporting the health and education of Tłıchq people – treaty stipulations and the need to be proactive in dealing with GNWT/Federal Government.
- What health-specific projects are underway within the Tłıchq Government? (i.e. CART projects, grieving workshops, etc.)
 - Need for formal mechanism of information sharing to ensure awareness of projects underway within both organizations
 - Opportunity for mutual regular updates for awareness and to avoid unnecessary overlap
 - Opportunities to mutually support one another's programs
- Attendance in Schools
 - Implications of chronic poor attendance
 - How can we mutually support this across our communities?
- Senior High Policy – Special Tłıchq Designation for Graduation
 - Presentation of the Tłıchq Designation

12. Board Member Concerns

Whati - Ensure home visits are happening. Suspect this has fallen off over the past few years. Also increased communication with community and families. Recognize this is a two-way street.

- Need regular communication meetings with local TCSA rep.
- Feeding of the Fire to start the school year. Needs to be incorporated as a standard practice.
- Truth and Reconciliation Agreement - where are we in our call to action from the TRC? Include this in future reports. Keep at the forefront with Principals and Health Managers.
- Senior management to attend community government meetings upon request.

Wekweeti - Intend to be onsite at the school more regularly this year.

- Feeding of the Fire ceremony needs to be the first thing to start off the school year.
- Good to hear that the school is going out on the land all next week - to Winter Lake.
- In need of a custodian - should be a woman if possible. But understand we have limited options.
- Concerns about addictions and availability of alcohol and/or drugs.
- Board member *wants* to be involved ... but doesn't want to have to ask. Whenever there are language and culture activities (or other) please call to invite that involvement.
- Home visits need to keep happening.

Behchoko - Continue to receive various concerns from community members. Will bring those forward.

- Wants to be involved in school activities more - especially culture activities.
- Volunteer positions...what counselling services are available to these groups since they are the first responders who are stressed with tragedies. Referenced the emergency worker who found the body of her brother: he was seeking counselling supports and was told he had to go through intake procedures to be seen on an appointment basis.
 - There needs to be a mechanism to ensure there is immediate service available not only for the family but also for emergency workers.
 - Ensure the TG scholarship staff are aware of the GNWT graduation program requirements and what the implications are for post-secondary entrance.
 - Share back to the Board about the new graduation criteria under the new model. Present the details on this.

Chairperson

- Given that one of our priorities is to get more Tlicho people in administrative positions at the TCSA we need to look at putting more developmental TAs in place to mentor and train people into those roles.
- Keep pushing the comprehensive language proposal with Tlicho Government. We want to co-develop that proposal with the Lands Department of the Tlicho Government.
- Digital resource center – need to work collaboratively with TG to see this happen. Possibly included it in the scope of the new school that will potentially be built. A physical space where students and community can access it.
- Request that Education staff work with student council and staff to remove the pop from the vending machines onsite...promote healthier options.

13. Scheduling of Next Meeting

During the month of January – likely the second week of January, dependent upon the work schedule of the Gameti Board member.

14. Meeting Reflections

Chairperson

- CEO is asked to provide to the Board members a one-page summary of each meeting that can be provided to each Board member so they can use it with their Community Governments.
- Positive meeting overall - good to bridge the gap with CEC.
- Each meeting we should have a workshop with someone....identify areas for upcoming meetings.
- Request that the CEO identify goals to be included in the CEO evaluation and discuss with Ted when that will happen. Remaining question of whether the whole board or a sub-committee should be involved.

Whati

- Conversations to remain solution-oriented and geared toward making things better.
- We can't forget about our staff - we also have to think of them and build up a good team.

Wekweeti

- Board functions seem new compared to when she was previously in the role with the Rae-Edzo School Society.
- Looking forward to being more involved in the school this year.

Behchoko

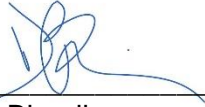
- Thanks to other board members who have been on the board before – the member feels she is learning a lot and is really enjoying all of the learning. She also appreciates the diversity of our group.
- The member wants to know what the previous board was like ... what are our roots and our history so we know where we've come from.
- She appreciate the willingness to work together with everyone to continue building relationships and collaboration so we can be better neighbors and partners.

15. Closing Prayer - Noella Kodzin

16. Motion to Adjourn

Moved by: Alex Nitsiza
Seconded by: Janita Etsemba
Motion: Carried

Minutes Approved by:



Ted Blondin
Chairperson
January 15, 2019



Shannon Barnett-Aikman
Chief Executive Officer
January 15, 2019