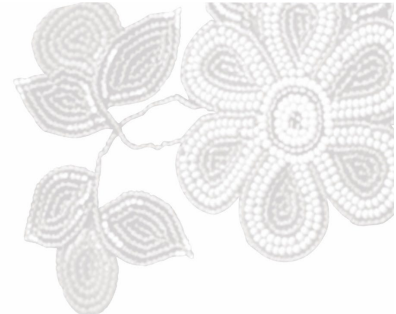


# Tłıchǫ Community Services Agency Health & Social Services

## ANNUAL REPORT 2021-22

---





## Message from the Chairperson



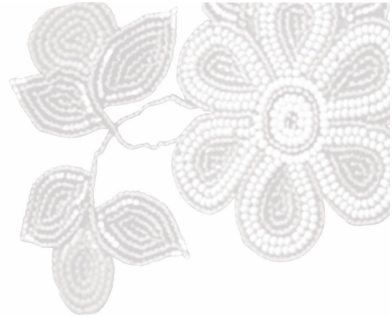
We are pleased to present you with the Tłıchǫ Community Services Agency's Annual Report for 2021-2022.

You will read more about our success in strengthening our programs by leveraging our integrated services model to support education, health, and wellness in the region.

The TCSA's Board members are appointed by their respective community governments so that each community in the Tłıchǫ region is represented on the TCSA Board. By adhering to strong governance practices, the Board ensures the Agency has the capacity and resources to meet both its short and long-term goals. The 2021-2022 annual report illustrates our work of putting community members first. It highlights our commitment to innovative integrated services and new partnerships that support individuals and families.

Masi,

Ted Blondin  
*Chairperson,*  
*Tłıchǫ Community Services Agency Board*



## Message from the Chief Executive Officer



This has been a particularly challenging year as we continued to adapt and navigate our way through a global pandemic. The hard work and dedication of staff across our organization resulted in the Tłıchǫ Community Services Agency's (TCSA) ability to provide quality programs and services to the Tłıchǫ region during these unprecedented times. We are committed to the health and safety of our employees and communities.

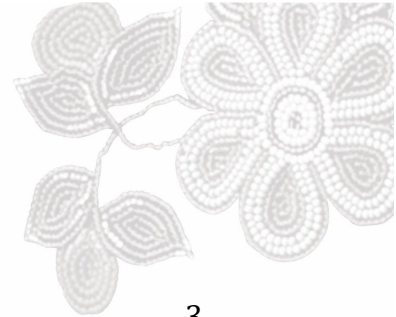
The TCSA remains dedicated to providing programs and services that enable all people to achieve personal well-being within healthy, educated families. We are committed to enhancing our programs and services through the strengths of our communities. Integrating Tłıchǫ language, culture, and way of life in all areas, immersing Tłıchǫ identity through the agency. We are committed to enriching an integrated continuum of education, health, and social programs and services.

The TCSA recognizes the importance of working in unity, of ensuring our efforts are part of larger partnerships with other organizations, governments, and communities. By working together, we bolster one another's strengths and fill individual gaps, all for the benefit of the people we serve.

We remain committed to developing our current workforce just as we remain committed to improving the experiences of our patients, students, and families.

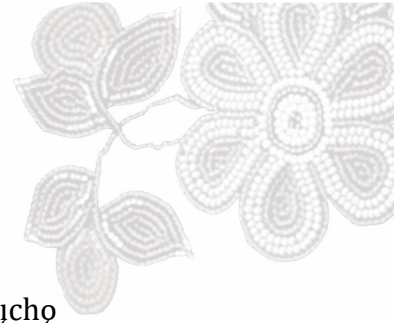
Masi,

Kevin Armstrong  
*Chief Executive Officer,*  
*Tłıchǫ Community Services Agency*



## TABLE OF CONTENTS

Message from the Chairperson.....	3
Message from the Chief Executive Officer .....	4
EXECUTIVE OVERVIEW .....	<b>Error! Bookmark not defined.</b>
STRATEGIC DIRECTION .....	<b>Error! Bookmark not defined.</b>
The TCSA at a Glance.....	7
The Structure of the TCSA.....	8
The Purpose of the TCSA.....	12
TCSA Nàowòò Wèghàà Eghàlageeda: “Do Nake Lani Nats’etso” .....	13
The Mission of the TCSA: “Do Nake Lani Nats’etso ... Strong like Two People” .....	14
Planning Framework .....	14
A Developmental Approach.....	15
KEY ACCOMPLISHMENTS: Progress on Strategic Priorities and Operational Objectives .....	16
Health and Social Services .....	<b>Error! Bookmark not defined.</b>
APPENDIX A: AUDITED FINANCIAL STATEMENTS .....	22



## STRATEGIC OVERVIEW

The Tłı̨chǫ̀ Community Services Agency (TCSA) was established under the Tłı̨chǫ̀ Agreement effective August 4, 2005, and it is a unique organization in the Northwest Territories in two significant ways. Firstly, it is a Government of the Northwest Territories Agency while incorporating the values and principles of the Tłı̨chǫ̀ people. Secondly, the Agency is the only one in the Northwest Territories to deliver both Health and Social Services as well as Education programs under one entity as defined under the *Tłı̨chǫ̀ Community Services Agency Act*. (A copy of this legislation is available in the GNWT website at <http://www.justice.gov.nt.ca/>.)

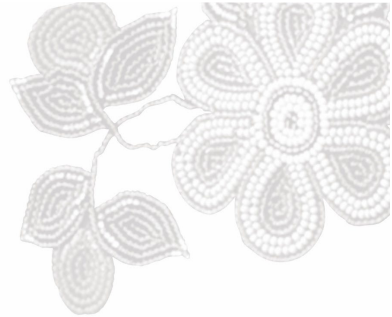
The TCSA's 2022-26 Strategic Plan is grounded in current research and best practice for health and social programs serving Indigenous communities, it is built upon the strengths and successes of our programs and services to date, and it reflects the new and continuing priorities of the Tłı̨chǫ̀ Government and of the Government of the Northwest Territories. We look forward to continuing the intergovernmental and territory-wide partnerships that serve to strengthen the TCSA's program delivery in the service of those who live in the Tłı̨chǫ̀ region. Our strategic priorities guiding our work include:

- Developing strong, capable, healthy Tłı̨chǫ̀ individuals, families, and communities,
- Supporting the best health and wellness of people in the Tłı̨chǫ̀ region,
- Improving the quality of services provided to vulnerable children, families, and communities, and
- Enhancing organizational sustainability by developing our people and enhancing our organizational processes.

Our staff members are at the heart of our programs and services: we remain committed to supporting their continued development and learning. Creating a workplace culture that is safe, inspiring, and collaborative remains a priority area and goal of the agency. Only by investing in our workforce can we provide truly excellent services for our communities.

The strategic priorities, operational objectives, and key actions of our 2021-22 Operating Plans for the agency provide the foundation to pursue excellence in the education, service, and care of clients, students, families, and communities. They are ambitious plans that provide the agency opportunities to grow and improve in our strategic priorities.

The Tłı̨chǫ̀ language, culture, and way of life are integral to all that we do in the Tłı̨chǫ̀ region. The Agency continues to be committed to Indigenous ways of knowing, being, and doing, embracing Chief Jimmy Bruneau's vision of being "Strong like Two People".



## STRATEGIC DIRECTION

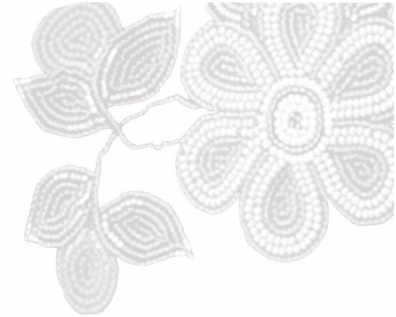
### The TCSA at a Glance

As a result of the TCSA delivering both the Health and Social Services as well as the JK-12 Education program, it is accountable to the Government of the Northwest Territories Department of Health and Social Services and the Department of Education, Culture and Employment. The deliveries for both health and education programs operate under two different year ends: March 31 and June 30, respectively. The Agency prepares annual audited financial statements for the combined health and education programs as of March 31 for the Government of the Northwest Territories fiscal year end, as well as audited statements solely for the education program year ending June 30.

The TCSA, unlike other Education and Health & Social Services authorities in the NWT, has three dimensions, as outlined in Figure 1.

Figure 1: Three Dimensions of the TCSA





The Agency is governed by a Board made up of four members and a chairperson. The Tłı̨chǫ Community Governments (Behchokǫ, Gamètì, Wekweètì and Whatì) each appoint one member to represent their community on the Agency Board. The GNWT Minister of Indigenous Affairs appoints the chairperson after consultation with the Agency appointees and the Tłı̨chǫ Government. The term for Agency Board members is determined by the entity appointing them and may not exceed four years. Members may be reappointed for consecutive terms. The TCSA Board meets quarterly throughout the year: additional meetings are scheduled as/when the need arises.

The current TCSA Board members include:

- Chairperson – Ted Blondin
- Behchokǫ Representative – Rosa Mantla
- Whatì Representative – Alex Nitsiza
- Gamètì Representative – Irene Mantla
- Wekweètì Representative – Marie Adele Football



*Ted Blondin, Rosa Mantla, Irene Mantla, Marie Adele Football, and Alex Nitsiza*



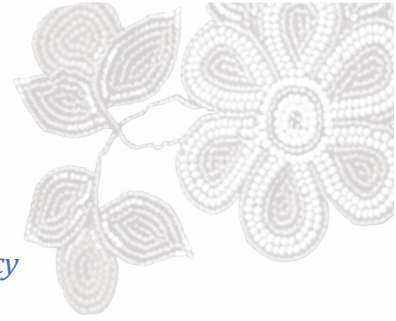
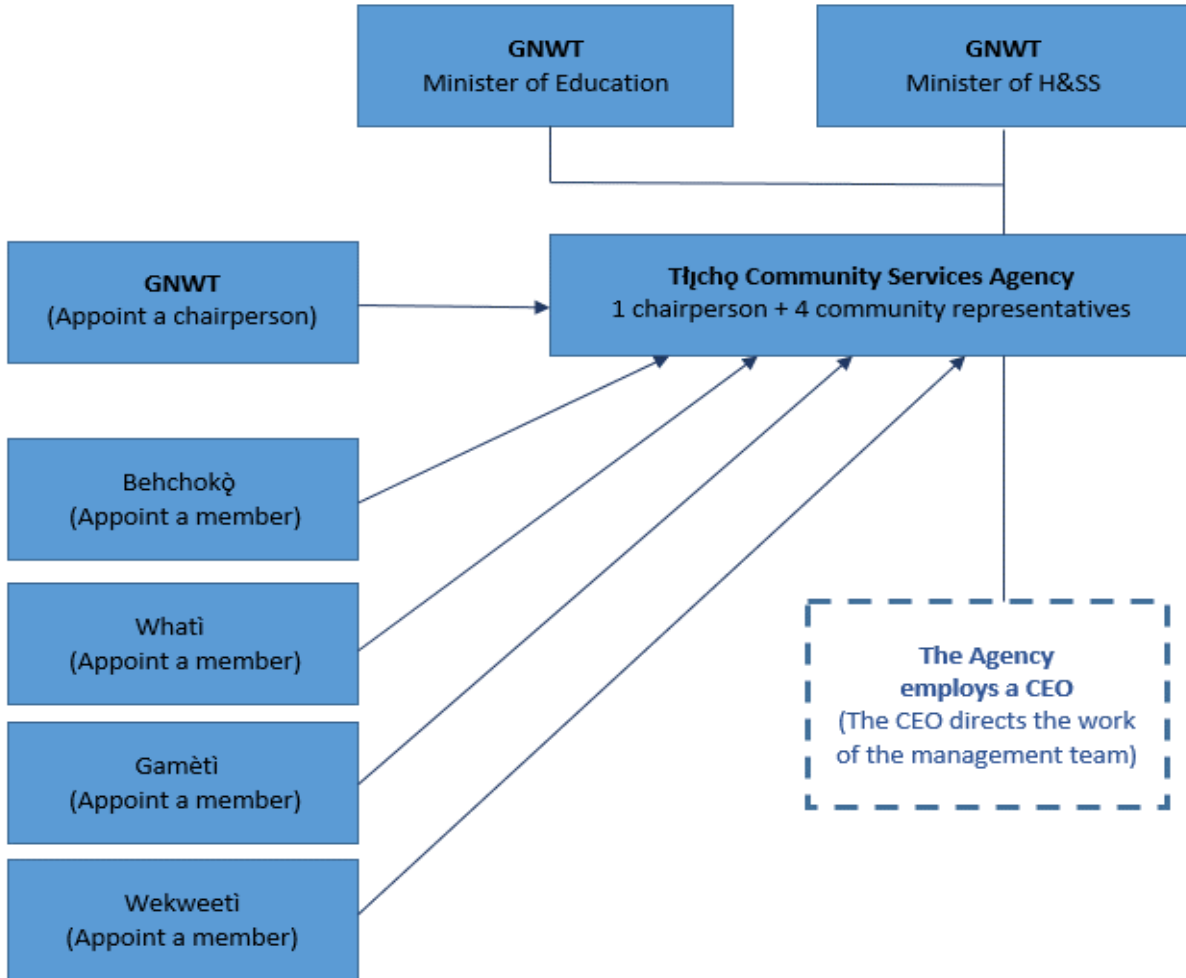


Figure 2: Governance Structure of the Tłıchǫ Community Services Agency

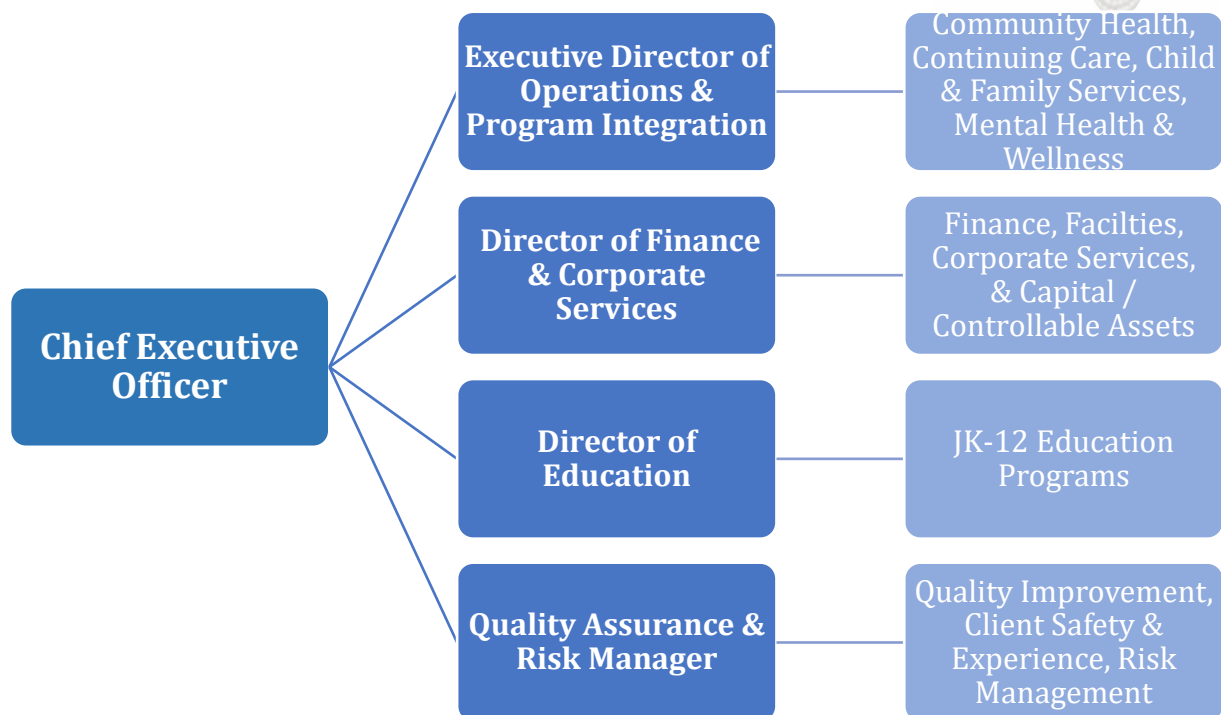


The TCSA is an intergovernmental services agency delivering programs in the areas of Education, and Health and Social Services. The Agency employs a Chief Executive Officer who is responsible to direct the work of a management team consisting of a Director of Education, a Director of Health and Social Services, and a Director of Finance and Corporate Services.

The CEO fulfills legislated roles under GNWT legislation including that of “Deputy Head” for the public service and “Superintendent” under the Education Act. The Early Childhood and First Nations Social Programs, initially transferred to the TCSA by the Tłıchǫ Government, were returned to the Tłıchǫ Government in 2012 as a step towards self-government.

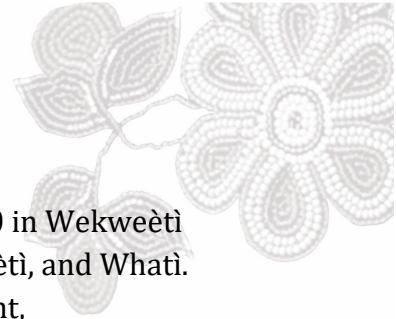


Figure 3: Management and Program Function Structure of the TCSA



The core programs and services delivered by the Tłı̨chǫ Community Services Agency include the following:

- **GNWT Child and Family Services:** The TCSA provides child protective services, foster care and adoption services, out-of-territory placement services, and adult services including Elder support. The Agency assist families in need through Voluntary Service Agreements (VSAs) and family violence programming. Family support and child protection also includes child welfare, early intervention, investigations, apprehensions, and court work. Rotational monthly visits are provided to the communities of Whatì, Gametì and Wekweètì.
- **GNWT Mental Health and Addictions Services:** TCSA provides a community mental health and wellness program for both adults and youth through individual and family counsellors, and child and youth care counsellors (in schools). The Agency provides individual counselling sessions, group sessions, addiction services, and assess for treatment packages / placements to territorial and out-of-territory treatment facilities as needed. Community counselling is provided on a rotational basis to the communities of Gametì and Wekweètì.



**GNWT K-12 Education:** Schools from Junior Kindergarten to grade 10 in Wekweètì and Junior Kindergarten to grade 12 programming in Behchokò, Gamètì, and Whatì. Inclusive schooling services for school age children include assessment, intervention, and counseling support. There are also home boarding accommodation services for high school students from Wekweètì when they attend school in Behchokò, Gamètì, or Whatì.

- **GNWT Community Healthcare:** Primary health and public health care services are available in all communities and include well adult, well child, prenatal care, communicable disease, school health, chronic disease management, emergency / after-hour care, laboratory and diagnostics, and health promotion. Dental services are provided through contracted services providers, Ambulance and Emergency Services are provided in Behchokò.
- **GNWT Continuing Care and Independent Living:** TCSA is responsible for an 18-bed long term care facility (est. 2016), located in Behchokò, with one bed designated for respite and another for palliative care. The Agency provides residential care, recreational programming, and community & Elder day programming. The TCSA also has established home care programs in three communities (Behchokò, Whatì, and Gamètì) through which home support, nursing, and palliative support to those requiring the service are provided.



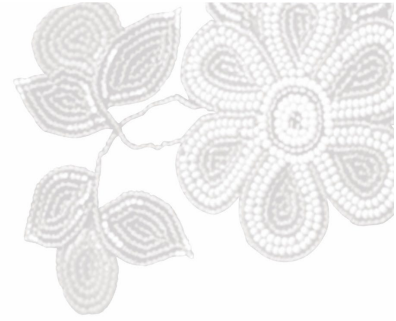
## The Purpose of the TCSA



The purpose of the Tłı̨chǫ Community Services Agency (TCSA) is to improve the health, wellness, and education of the people in Tłı̨chǫ communities by providing a range of accessible, integrated programs and services. The Agency manages the delivery of education, health, wellness and social programs and services for the NWT communities of Behchokǫ (Rae-Edzo), Gamètì (Rae Lakes), Wekweètì (Snare Lake) and Whatì (Lac La Martre).

Our Agency is both new and old: established on August 4, 2005, the Agency is a creation of the *Tłı̨chǫ Agreement*. Section 7.10 of the *Tłı̨chǫ Agreement* called for an *Intergovernmental Services Agreement (ISA)* between the Government of Canada, the Government of the NWT, and the Tłı̨chǫ Government. The ISA creates the Agency and ensures that it continues to perform the educational, health and social programs and services of the organizations from which it emerged, including the former Dogrib Community Services Board (1997-2005), the Dogrib Divisional Board of Education (1989-1997) and the Rae-Edzo School Society (1967-1989).





## TCSA Nàowò Weghàà Eghàlageeda: “Dọ Nàke Lani Nàts’etso”

**Yati Negihzò  
Wet’a  
Nàowo Hòèlì**

*Ìnèè edlàt’ò lemì xo gots’ò, TĪchq dọne sù, ts’eehwhì laanì edeoèt’ì xè, kọta eyits’ò ndè k’e nezi nàgùdè. Goet’ù gìnà t’à, nàowo k’egeezọ, edaanì asì weghàlats’eda eyits’ò nàowo wet’a? aà hanì hazhọ chekoa hoghàgogehtọ eyits’ò gonàowo wet’à? aa t’à, goèt’ù edegeehdà-ha dùi-le ajà. Dùi ìreakw’enọ gots’ò, yahti eyits’ò ndèts’ò K’àowo güt’ò ts’endq ajà t’à, gots’ò hoelì-le ìhè, edaanì goèt’ù, kọta, goyati eyits’ò gonàowo hazọ wexè ho? ọ weghọ hoèjì lajà. Dọne ts’ìlì t’à ts’endà-ha dùi lagòjà. Eyt’ àlì...*

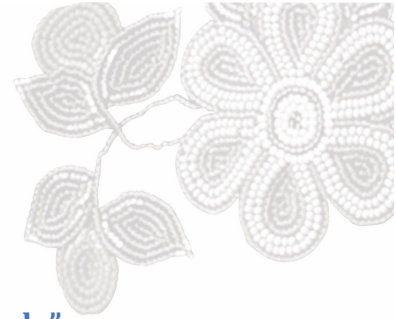
**Nàowo  
Weghàà  
Eghàlageeda**

*Gahxì TĪchq Nèk’è EĒets’ats’edi Gha K’àodèè ts’ìlì sù, enìhtl’èkò, nàèdì k’èezọ ts’òh’k’e eyits’ò dọ gha enìhtl’è hohlè nàowo kọta yàzhìela dọne gits’ò k’àode-ha ts’ìwọ t’à, edaanì dọ ts’àhoèhdì ìlè nezi weghàlaeda-ha sù gots’ò hoèhlì t’à nezi weghàlats’eda-ha ts’edi. EĒeot’ù gìlì t’à eĒexè nàgetso-ha gits’ats’edi-ha, didzèè edaanì chekoa genda gha asì k’egeezọ-ha eyits’ò edannì asì weghàlats’eda nàowo gìniedì-ha hoghàgits’etọ-ha eyì nàowo wet’à? aà weghàà lanì ts’èwhì edeot’ù xè nàgedè-ha, kọta nezi eĒexè nàgedè-ha eyits’ò gonèk’e nezi nàgedè-ha.*

### **“Do Nike Lani Nats’etso...Strong like Two People”**

**Ìdaà Nàowo  
Edànì  
Weghat’ì ha**

*1971, ekò Kw’ah tideè eneèkoa Bìnọ wet’aa Edzo enìhtl’èkò wegòò wìzì wek’e wezọ adle ha sù wets’òdaàxàatọ. Ekò k’e nàowo nàke eyits’ò yati nàke eĒèt’èè chekoa hoghàgeetọ gha wet’àazà ghọ xàyahti ìlè. Ìdaà 1991 ts’ò nahoòwo ekò enìhtl’èkò gha k’àodèè wegòò eĒegeèhdì t’à dàanì edilaa ghàlagedaa ghọ eĒexègogedò ekò Behchokò gots’ò zọhdah naweet’ù Elizabeth Mackenzie, Kw’ah tideè Bìnọ ìda gha xàyahti ghọ hadì, ìdaà nèhoìwo nìdè wets’ò dọ “Dọ Nàke Lànì Nàgetso, ha.”*



## The Mission of the TCSA: “Dọ Nàke Lani Nàts’etso ... Strong like Two People”

### **Preamble**

*For thousands of years, Tłı̨chǫ people have lived in harmony with their families, their communities and with the land. Our people took pride in passing on our knowledge, skills, and values to each generation and in the excellence of this tradition, our survival as a people was assured. In this century we became dependent on the church and the government and in this loss of control, we find that our families, the community, language, and culture are threatened. Our very survival as a people is at stake. Thus...*

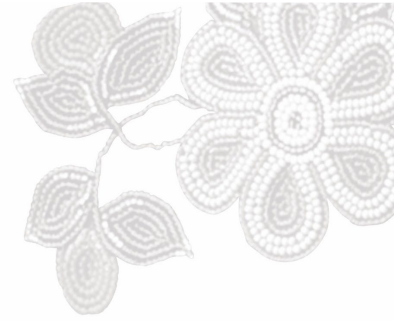
### **Mission of the Agency**

*We, the members of the Tłı̨chǫ Community Services Agency are committed to the development of a continuum of care that will return control of education, health and social programs and services to the people of our communities, support them in the task of strengthening their families, promote the knowledge and skills they need to survive today and model the values they need to live in harmony with their families, our communities, and our land.*

### **Vision of the Agency**

#### **“Dọ Nàke Lani Nàts’etso...Strong like Two People”**

*In 1971 a frail Chief Jimmy Bruneau officially opened the new Edzo school that was to bear his name. On this occasion, he spoke of the importance of a model of bicultural and bilingual education where equal emphasis must be given to educating children in two cultures. Some years later in 1991 at a meeting to discuss the work of a new Board of Education, a respected Behchokǫ elder, Elizabeth Mackenzie, commented on her understanding of the words of Chief Jimmy Bruneau. She described his vision as asking for his people to be “Strong Like Two People”.*



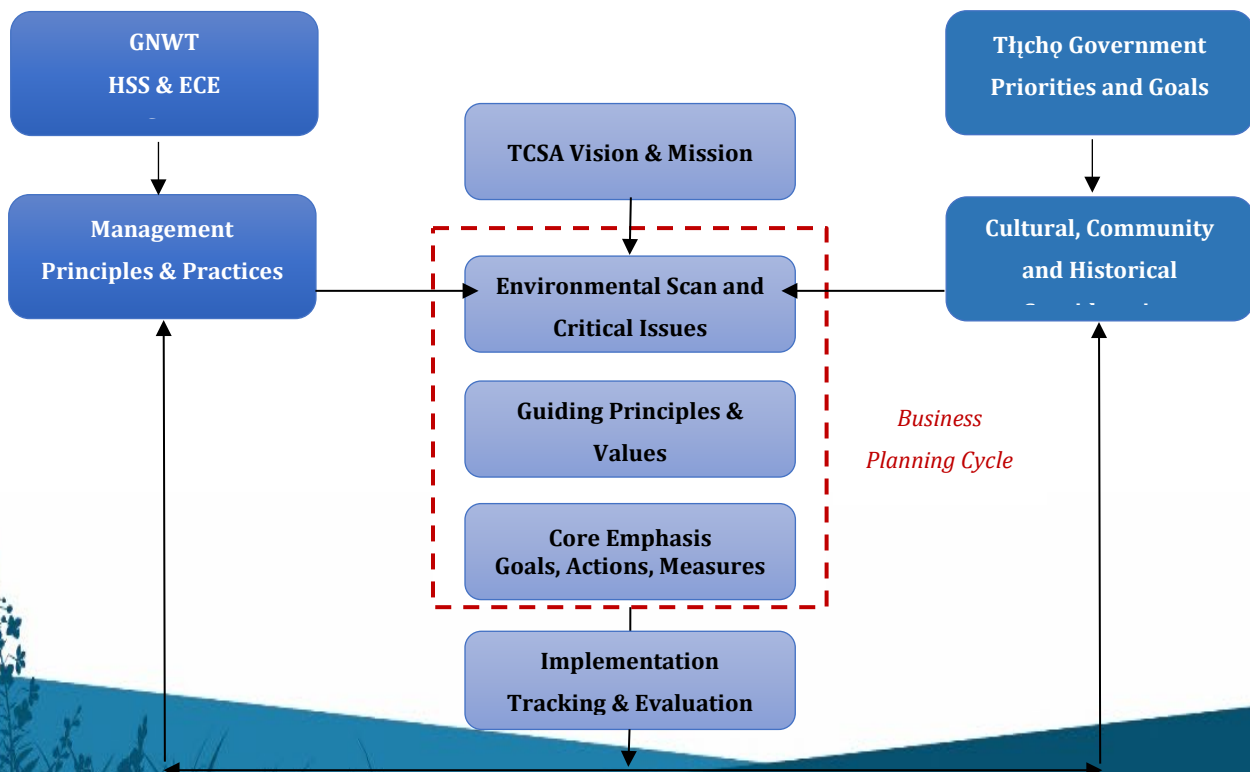
## Planning Framework: A Developmental Approach

The Tłıchǫ Community Services Agency is amidst ongoing development at every level—the governance, administrative, and programming and service delivery levels. This is best understood as areas of transition that support the Agency’s unique evolution:

- From a needs-based approach to a community development approach.
- From an individual service approach to an integrated services approach.
- From a model of professional dependence to a wellness model of health.
- From dependence upon transient staff to developing capacity locally and long-term staff.
- From a western medical model toward a respectful, culturally appropriate model of services.

In most respects the Agency is currently a GNWT agency, established under GNWT legislation and reporting primarily to the GNWT. Eventually, the Agency is to evolve into a “Tłıchǫ Agency” with its own unique identity while remaining part of an integrated system of territorial programs and services. As part of that transformation, the Agency will continue to be immersed in developing territorial systems, policies, procedures, and structures while also developing lateral connections to Tłıchǫ Government systems.

Figure 4: TCSA Planning Framework





## KEY ACCOMPLISHMENTS: Health & Social Services

### COVID 19 Pandemic Response

In response to COVID-19, the Tłı̄chǵo Community Services Agency in collaboration with the Tłı̄chǵo Government, Northwest Territories Health & Social Services Authority (NTHSSA) and under the direction of the Department of Health & Social Services, Office of the Chief Public Health Officer, implemented multiple best practices and procedures to ensure the safety of our clients and staff during the 2021-22 year.

The following actions were undertaken as part of our response to the COVID-19 pandemic:

- Development of the Territorial Pandemic Plan in collaboration with the NTHSSA.
- Comprehensive education and information sessions for all staff regarding pandemic planning, infection, prevention, and control protocols, in addition to clinical guidelines and recommendations.
- Establishment of triaging and screening criteria for all Health & Social Services facilities.
- Establishment of dedicated COVID screener positions for the public facing facilities.
- Implementation of an outdoor “parking lot” testing process for COVID-19 in Behchokǵ and Whatı̄ Health Centres.
- Implementation of additional safeguards for our residents of the Jimmy Erasmus Seniors Home.
- Partnerships with Tłı̄chǵo Government to increase activities with Elders in addition to facilitating health promotion and communication.
- Establishment of Virtual Care using telephone and video conferencing systems for all clients requiring health services and/or mental health supports.
- Implementation of Point of Care COVID testing (COVID ID Now and PanBio) in each Health Center and in offsite locations to facilitate preliminary testing and management of suspected COVID patient

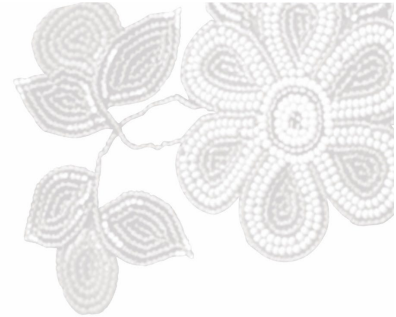








## Accreditation



In September 2019, the Tłı̨chǫ Community Services Agency successfully completed the Accreditation Canada Survey and achieved Accreditation with Commendation. This meant that the TCSA surpassed the fundamental requirements of the Accreditation program.

Accreditation is a four-year cycle of assessment and improvement, where healthcare organizations work to meet standards and raise the quality of their services. The program identifies and rewards competence and innovation, helping organizations to be more efficient.

In providing high quality care for clients, the TCSA continues to work in collaboration with the Department of Health and Social Services, the Northwest Territories Health and Social Services Authority, and the Hay River Health and Social Services Authority to develop policy and best practice which continues to support our ongoing accreditation status in the following Standard areas:

1. Leadership
2. Governance
3. Child and Family Services
4. Community Based Mental Health Services
5. Rural and Isolated Health Services
6. Infection, Prevention, and Control Standards
7. Point of Care Testing
8. Medication Management
9. Long Term Care
10. Home Care Services

During 2021-22, the TCSA continued to meet and maintain compliance with Accreditation Canada's standards, including preparation for the next Accreditation Canada onsite survey scheduled to take place in 2023.





## LOOKING AHEAD in Health & Social Services

### Peer Support Program

Peer Support Workers can offer a variety of services for mental health and wellness within the school and community setting that can assist with facilitating enhanced access to mental health supports for school-aged youth and their families. Peer support workers offer students the opportunity to connect with others who have similar life experiences and to learn from them directly.

According to the GNWT Child & Youth Care Counselling (CYCC) Annual Report for 2021-22, Tłı̨chǫ youth accessed CYCCs over 900 times for individual support, with over 400 hours a month of sessions. By far, the most common presenting concerns were anxiety, depression, and family conflict, followed by trauma, self-esteem, and stress management.

The TCSA will implement the use of peer support workers to enable students to more effectively navigate the system (reach the 'right' level of care and service), find community so they don't feel alone, and to improve the likelihood of them reaching out for help.



Peer support encourages peer connections throughout the school and assists students in developing practical skills to enhance social, emotional well-being and reduce stress. The Middle Years Instrument (MDI) given to grade 4 and grade 7 students is indicating a need to strengthen peer relationships especially as students move from upper elementary into junior high. Peer support workers will act as a coach or mentor to guide peers to other resources within the school or community and build a sense of community to create meaningful connections.

The TCSA has been awarded third party funding from Jordan's Principle for seven Peer Support Workers who will work with our students in the school setting.



## Mental Health & Wellness Strategy

In the spring of 2021, the Tłı̨chǫ Community Services Agency committed to working collaboratively with the Tłı̨chǫ Government to develop a long term, comprehensive Mental Health and Wellness Strategy: The Tłı̨chǫ Healing Path.

**What is the Tłı̨chǫ Healing Path?** The Tłı̨chǫ Healing Path is a multi-year, community-based approach to help people overcome addictions to alcohol, drugs, and gambling. It is a community-based strategy whereby Tłı̨chǫ people help one another to move from addictions to wellness.

The strategy will be developed in consultation with community members, including Elders and youth and will focus on the following:

- Effective youth education, programming, and services both in and out of school,
- Develop a continuum of care that assists clients with identifying the root problems of addictions, and supports them on a path to an addiction-free lifestyle,
- Establish relationships with other departments, organizations, and authorities in the communities to help with education and training, income and employment, health and legal issues, housing, and other needs of the people on a healing path to wellness,
- Create a campaign focusing on supporting year round, family-oriented, healthy living, and
- The strategy will be built on a foundation of Tłı̨chǫ language, culture, and way of life to restore health and wellness in our communities through on-the-land activities.

### Recruitment & Retention

Throughout the duration of the pandemic, healthcare workers continued to provide care to patients despite exhaustion, risk of infection, fear of transmission to family members, and the loss of patients. The higher than normal workloads have attributed to employee burnout.

There is a national shortage of available health care providers, resulting in the reduction or closure of services in various jurisdictions across Canada, including the Northwest Territories.

The Tłı̨chǫ region is experiencing retention and recruitment challenges related to health care professionals, ultimately, impacting the delivery of quality programs and services. The majority of vacancies are seen in nursing, social work, and mental health.



The TCSA is working with the Department of Health and Social Services, the Department of Finance, Human Resources and the Northwest Territories Health & Social Services Authority to develop a strategy to address the staffing challenges and mitigate risk to the communities we serve.



## APPENDIX A: AUDITED FINANCIAL STATEMENTS

The TCSA will ensure our programs and services are sustainable and supported by strong financial management processes and controls. To that end, the following activities were foundational to our 2021-22 operations:

- Enhanced accountability through continuously improved financial policies, processes and internal controls procedures.
- Enhanced financial management through more frequent financial reporting and periodic variance review.
- Enhanced operational and workforce planning through strategic review and oversight.

The financial results of our 2021-22 Fiscal Year *Health & Social Services* operations are summarized as below:

	2021-22 Budget	2021-22 Actual
<b>REVENUE</b>	\$	\$
Contribution from GNWT	19,974,251	21,342,252
Revenues from Other Sources	735,000	765,120
	<b>20,709,251</b>	<b>22,107,372</b>
<b>EXPENSES</b>		
Administrative & Support Services	2,207,362	1,640,953
Ambulatory Care Services	1,266,307	1,211,732
Community Health Programs	6,741,386	7,584,166
Community Social Programs	7,249,073	6,188,676
Long Term & Continuing Care	5,225,242	4,926,460
Emergency Response (COVID-19)	-	1,334,386
	<b>22,689,370</b>	<b>22,886,373</b>
<b>Annual Operating Surplus (Deficit)</b>	<b>(1,980,119)</b>	<b>(779,001)</b>