



FIRST NATIONS OF QUEBEC
AND LABRADOR HEALTH
AND SOCIAL SERVICES
COMMISSION

Annual Priorities

2020–2021 Financial Year

Note to reader

The First Nations of Quebec and Labrador Health and Social Services Commission (FNQLHSSC) continues to work on its regular tasks and special assignments while advancing the priority focus areas identified in the 2017–2021 Strategic Plan. Additional tasks and assignments may also be added during the year if a need arises or on request from the Assembly of First Nations Quebec-Labrador (AFNQL), the FNQLHSSC Annual General Assembly, or the FNQLHSSC board of directors. FNQLHSSC's services are continuously updated in response to changing needs and available resources. For more information, please email FNQLHSSC at info@cssspnql.com or see www.cssspnql.com.

| ACCESS | | SECTOR IN CHARGE | ASSIGNED SPECIFICALLY TO AFNQL, BOD, OR OTHER | SAMPLE ACTIVITIES |
|---|--|---------------------|--|-------------------|
| Priority Focus Area 1: Access to quality care and services "Provide equal access to quality care and services." | | | | |
| Strategic objective: 1.1 Establish key partnerships to facilitate access to care and to quality, culturally safe services | | | | |
| Anticipated results: <ul style="list-style-type: none"> Partnerships will be established and agreements to facilitate access to quality services will be signed or renewed by 2020. | | | | |
| Indicators: <ul style="list-style-type: none"> Number of new partnerships, accords, agreements, and protocols signed. Number of accords, agreements, and protocols renewed. | | | | |
| Improve health services and access to them | H H; SS; G H; SS | BOD | <ul style="list-style-type: none"> Drugstore project: market study Establish and strengthen partnerships with advocacy organizations Improve access to English-language and First Nations services | |
| Strengthen governance and relations with AFNQL and its regional commissions and organizations | ADM ADM SM; G H; SS; SD; EC | AFNQL | <ul style="list-style-type: none"> Provide strategic intelligence and technical support to AFNQL for its assignments Support the strategic reflections of the AFNQL ad hoc chiefs committee on regional commission and organization governance Take part in development and implementation of the AFNQL Racism and Discrimination Action Plan Work with and support assignments relating to the COVID-19 pandemic Take part in national Assembly of First Nations committees | |
| Strategic objective: 1.2 Support First Nations communities and organizations by providing technical support and advice | | | | |
| Anticipated results: <ul style="list-style-type: none"> At least 90% recipient satisfaction with FNQLHSSC assistance, technical support, or consulting services. Support initiatives, technical support, and consulting services will be developed and delivered to First Nations community and organization staff. | | | | |
| Indicators: <ul style="list-style-type: none"> Community and organization recipient satisfaction levels. Number of support and technical support initiatives and number of consulting service possibilities developed and delivered. | | | | |
| Develop a general healthy living strategy that applies to everyone by providing for a continuum of services | H | AFNQL | <ul style="list-style-type: none"> Act as North American Indigenous Games coordinator for the Eastern Door and the North team Act as National Aboriginal Hockey Championship coordinator for the Eastern Door and the North team Assess communities' healthy living needs and support them in the development of local strategies Work together to organize and take part in the First Nations of Quebec and Labrador Network's Youth Summit | |
| Encourage networking and the development of joint strategies | SM EC R; ITR | BOD AFNQL BOD | <ul style="list-style-type: none"> FNQLHSSC Annual General Assembly Regional meeting on Indigenous early learning and childcare (IELCC) Reflections on developing a regional strategy on information governance | |
| Coordination and support for existing networks | H EC EC SS H H SS SD ITR SS | BOD | <ul style="list-style-type: none"> Health and Social Services Directors Network Regional Advisory Committee on First Nations Early Childhood Nishkat Childcare Services Network Addiction workers network Network of Jordan's Principle Service Coordinators Non-Insured Health Benefits Regional Advisory Committee Regional Roundtable on First Nations Child and Family Services Committee of Income Security Framework Policy Communities Advisory Committee on First Nations Infostructure Treatment Centre Directors Network | |

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|--|--|--|---|---|
| Priority Focus Area 1: Access to quality care and services “Provide equal access to quality care and services.” | | | | |
| Strategic objective: | | 1.3 Encourage and support First Nations communities and organizations in their accreditation and continuous service quality improvement processes | | |
| Anticipated results: | | <ul style="list-style-type: none"> Communities and organizations will initiate and be supported in undertaking the accreditation process by 2020 if they so wish. Continuous service quality improvement processes will be provided to communities and organizations by 2020 if they so wish. Communities and organizations will be supported in undertaking the planning and assessment process by 2020 if they so wish. | | |
| Indicators: | | <ul style="list-style-type: none"> Number of communities that have initiated and finalized accreditation processes. Number of communities that have initiated and finalized continuous improvement processes. Satisfaction levels of communities and organizations supported in their processes. | | |
| | Support for educational childcare | EC | AFNQL | <ul style="list-style-type: none"> Monitor, implement, and review the agreement with Ministère de la Famille Establish an intake structure for children with special needs Support capacity building (roles and responsibilities) of directors and senior management of daycare and early childhood centres. Provide support for implementation of the early learning and childcare (IELCC) strategy under local governance Develop a capacity-building plan for early childhood workers |
| | Secure and decentralize available funding sources and support eligible communities and organizations | ADM; SD; H; SS; EC; ITR | AFNQL | <ul style="list-style-type: none"> Provide followup on funding applications and agreements and on reports relating to the decentralization of community and organizational funding sources (Fonds Avenir d’enfants, Fonds québécois d’initiatives sociales [FQIS]; Canadian Partnership Against Cancer; partnership for spousal and domestic abuse awareness and prevention; Sports and Leisure Fund; First Nations and Inuit Child Care Initiative; e-Health Infrastructure Program: Telehealth and Emerging Technologies) |
| Strategic objective: | | 1.4 Identify jurisdictional conflicts and help resolve them. | | |
| Anticipated results: | | <ul style="list-style-type: none"> Existing conflicts in jurisdiction will be identified and resolved. | | |
| Indicators: | | <ul style="list-style-type: none"> Number of conflicts identified. Number of conflicts resolved. Number of conflicts FNQLHSSC has helped resolve. Conflict resolution rate. | | |
| | Continue working to remove barriers to services | H C; H C; SS | BOD | <ul style="list-style-type: none"> Take part in national efforts to apply Jordan’s Principle Support and inform the Jordan’s Principle coordinators network Implement the action plan for people who need to move for medical reasons Produce a video on what Jordan’s Principle means Develop resources for use in the justice system |

| SELF-DETERMINATION | | SECTOR IN CHARGE | ASSIGNED SPECIFICALLY TO AFNQL, BOD, OR OTHER | SAMPLE ACTIVITIES |
|---|--|------------------|---|-------------------|
| Priority Focus Area 2: | Governance in the recognition of rights and interests of First Nations "First Nations are in charge of their health and well-being at the local and community level." | | | |
| Strategic objective: 2.1 Continue with the health and social services governance process. | | | | |
| Anticipated results: <ul style="list-style-type: none"> The health and social services governance model and implementation plan will be ready to be approved in 2020. The decision-making process will be decided on jointly with First Nations by 2020. | | | | |
| Indicators: <ul style="list-style-type: none"> Health and social services model take-up rate. Availability of a governance model implementation plan. A decision-making process is decided on and implemented. | | | | |
| Coordinate the health and well-being governance process | SM; G | AFNQL | <ul style="list-style-type: none"> Implement the health and well-being governance model Implement the tripartite memorandum of understanding from the governance process Develop a work plan for 2021–2024 Conduct financial analyses and develop a transition plan Tour the communities Organize and hold two regional meetings on governance Coordinate the decision-making process/reciprocal planning cycle and support the regional working group | |
| Initiate a discussion of the needs, role, and support structures required by nurses | H | BOD | <ul style="list-style-type: none"> Assess community needs and produce and review a regional report | |
| Strategic objective: 2.2 Support and develop local health and social services governance | | | | |
| Anticipated results: <ul style="list-style-type: none"> Communities and organizations will be supported in undertaking the health and social services governance process by 2020 if they so wish. | | | | |
| Indicators: <ul style="list-style-type: none"> Number of communities and organizations supported. Satisfaction levels for communities and organizations that receive FNQLHSSC guidance. Number of local governance projects developed with FNQLHSSC support. | | | | |
| Analyze and participate in acting on health and social services calls to action, calls for justice, and other measures | EC; H; SS; SD; G | AFNQL | <ul style="list-style-type: none"> Work with and take part in the implementation of priority actions | |
| Support implementation of the <i>Act respecting First Nations, Inuit and Métis children, youth and families</i> (C-92) | SS | AFNQL | <ul style="list-style-type: none"> Adapt child protection practice standards to First Nations realities Testify before the Laurent Commission and submit a joint AFNQL-FNQLHSSC brief Coordinate work on the Government of Québec's court challenge to the federal legislation Coordinate and support the tripartite committee of experts for implementation of the act Support First Nations management bodies in implementing and enforcing the act | |
| Support community self-determination and independence in matters relating to child and family services and well-being | SS | BOD | <ul style="list-style-type: none"> Support communities in the development of mental health and addiction protocols Implement the national mental health framework/training opportunity in cooperation with communities and organizations Support development of local and regional strategies | |
| Take part in work in view of producing a federal aboriginal health act | SM; H | BOD | <ul style="list-style-type: none"> Monitor work on the co-development of a federal health act | |
| Support implementation of culturally safe social development initiatives and services | SD | AFNQL | <ul style="list-style-type: none"> Approve and implement a continuing care framework policy Develop an action plan for the implementation of the income security program reform | |
| Develop an information governance and management strategy | R | BOD | <ul style="list-style-type: none"> Set up a data warehouse Undertake a feasibility study on a possible First Nations IT council | |

| SELF-DETERMINATION | | SECTOR IN CHARGE | ASSIGNED SPECIFICALLY TO AFNQL, BOD, OR OTHER | SAMPLE ACTIVITIES |
|--|---|------------------|--|-------------------|
| Priority Focus Area 2: | Governance in the recognition of rights and interests of First Nations “First Nations are in charge of their health and well-being at the local and community level.” | | | |
| Strategic objective: 2.3 Support First Nations communities and organizations in health and social services planning. | | | | |
| Anticipated results: <ul style="list-style-type: none"> Communities and organizations will be supported in undertaking the planning and assessment process by 2020 if they so wish. The First Nations in Québec public health reference framework will be integrated into local action plans by 2020. | | | | |
| Indicators <ul style="list-style-type: none"> Number of communities and organizations supported by field. Rate of public health reference framework integration in local action plans. Satisfaction levels for communities and organizations that receive support in health and social services planning. | | | | |
| Support development of strategies and initiatives in health and social service plan integration | G | BOD | <ul style="list-style-type: none"> Make records of integrated health and well-being planning Develop a support strategy for the development of health plans | |
| Establish an approach for public health | SM; H | BOD | <ul style="list-style-type: none"> Implement a public health action plan Develop a public health service offer Support and assist communities and organizations in dealing with the COVID-19 pandemic | |



| SUPPORT | | SECTOR IN CHARGE | ASSIGNED SPECIFICALLY TO AFNQL, BOD, OR OTHER | SAMPLE ACTIVITIES |
|---|---|------------------|---|-------------------|
| Priority Focus Area 3: | Capacity building "First Nations provide good, culturally safe professional and community-delivered care and services." | | | |
| Strategic objective: 3.1 Develop local, political, and administrative health and social services leadership. | | | | |
| Anticipated results: <ul style="list-style-type: none"> Local health and social services processes will receive FNQLHSSC support by 2020. | | | | |
| Indicators: <ul style="list-style-type: none"> Percentage of local processes supported by FNQLHSSC. Number of communities and organizations supported in their local processes. | | | | |
| Monitor strategic intelligence | All | BOD | <ul style="list-style-type: none"> Study and produce notices and information sheets on government bills, regulations, and policies Produce a summary analysis when federal and provincial budgets are announced | |
| Strategic objective: 3.2 Support capacity building and skills development through an approach based on cultural diversity that plays to strengths. | | | | |
| Anticipated results: <ul style="list-style-type: none"> Training and capacity-building activities based on strengths and cultural diversity will be finalized and made available by 2020. | | | | |
| Indicators: <ul style="list-style-type: none"> Number of training and capacity-building activities finalized. Percentage of training and capacity-building activities made available. Participant satisfaction levels. | | | | |
| FNQLHSSC service offer including support, training, materials, information management | All | BOD | <ul style="list-style-type: none"> Provide training, including new programs: workshops on seniors' rights, midwifery, principles for safely moving patients, wellness on the land Materials, including new ones: administrative resources on service access and quality, daycare management guide | |
| Quebec First Nations and Inuit Faculties of Medicine Program | H | BOD | <ul style="list-style-type: none"> Redesign of the program website Program evaluation Promotional kit for community internships | |

| SUPPORT | | SECTOR IN CHARGE | ASSIGNED SPECIFICALLY TO AFNQL, BOD, OR | SAMPLE ACTIVITIES |
|--|--|------------------|--|-------------------|
| Priority Focus Area 3: | Capacity building "First Nations provide good, culturally safe professional and community-delivered care and services." | | | |
| Strategic objective: 3.3 Support access to computer and information infrastructure, equipment, and technology. | | | | |
| Anticipated results: <ul style="list-style-type: none"> First Nations communities and organizations will have access to computer and information infrastructure, equipment, and technology with which to improve service delivery and connectivity by 2020, if they so wish. | | | | |
| Indicators: <ul style="list-style-type: none"> Number of communities and organizations with access to new computer and information infrastructure, equipment, and technology. Percentage improvement in computer and information infrastructure, equipment, and technology quality. | | | | |
| Develop a business plan for establishing a regional data centre | ITR, R | BOD | <ul style="list-style-type: none"> Work together with First Nations communities, organizations, and regional commissions and organizations | |
| Support, roll out, and consolidate technological solutions within FNQLHSSC and in communities and organizations for the long term. | ITR | BOD | <ul style="list-style-type: none"> Introduce systems: Horizon (income security), EHR (electronic health records), I-CLSC, RSIPA, teleophthalmology Optimize information technology (IT) management systems and security risk management systems Conduct an IT security audit Finalize implementation of Office 365 | |
| Strategic objective: 3.4 Ensure continuous improvement of the FNQLHSSC's organizational performance. | | | | |
| Anticipated results: <ul style="list-style-type: none"> By 2020, work organization will be optimized for ongoing integration of the project management philosophy within the organization. The <i>Accompaniment Framework for Quebec First Nation Communities/Organizations</i> will be fully integrated within the organization. All the organization's data management processes will be standardized by 2020. A general and integrated organizational risk and performance tracking process will be established by 2020. By 2020, an occupational health and wellness policy will be implemented to optimize organizational performance and quality of life at work. | | | | |
| Indicators: <ul style="list-style-type: none"> Regular updates to the organizational projects portfolio. Rate of integration of <i>Accompaniment Framework for Quebec First Nations Communities/Organizations</i>. Number of processes standardized. Percentage of a performance improvement plan completed. Percentage of wellness activities carried out. Employee satisfaction level. | | | | |
| Improve the FNQLHSSC community and organization service offer | ADM | BOD | <ul style="list-style-type: none"> Run organizational diagnostics and update employee remuneration and profile process Conduct strategic planning for 2021–2024 | |
| Contribute to the continuous improvement of FNQLHSSC internal and external communications practices | C | BOD | <ul style="list-style-type: none"> Redesign the FNQLHSSC website and documentation centre Review the format of the FNQLHSSC newsletter Draft and implement an organizational communications plan | |
| Hire and retain enough qualified staff as well as the material and financial resources required to support the implementation of early childhood agreements | ADM; EC | AFNQL | <ul style="list-style-type: none"> Draw up a training and professional development plan for early childhood staff Develop an early childhood staff succession plan | |

| WELLNESS | | SECTOR IN CHARGE | ASSIGNED SPECIFICALLY TO AFNQL, BOD, OR | SAMPLE ACTIVITIES |
|--|--|------------------|--|-------------------|
| Priority Focus Area 4: | Healthy living "Promote healthy lifestyles through culture-based practices and activities." | | | |
| Strategic objective: 4.1 Support First Nations' management of their own health and wellness. | | | | |
| Anticipated results: <ul style="list-style-type: none"> First Nations will dispose of accurate, reliable data for use in improving and better tracking their health and wellness by 2020. Data and reports on First Nations health status will be available for their use by 2020. | | | | |
| Indicators: <ul style="list-style-type: none"> A database on First Nations health status is available. Data retrieval and report publication rates. Number of health status reports published. | | | | |
| Conduct population surveys | R | BOD | <ul style="list-style-type: none"> Collect data for the Regional Health Survey (RHS) Expand the RHS to cover all the communities Draft the final report of the First Nations Labour and Employment Development (FNLED) survey | |
| Conduct and collaborate on research projects and assessments | R | BOD | <ul style="list-style-type: none"> See appended report Release the consultation report on traditional medicine | |
| Support informed decision making and capacity building for staff working in communities and organizations | All | | <ul style="list-style-type: none"> See the FNQLHSSC service offer https://services.cssspnql.com/en | |
| Strategic objective: 4.2 Raise awareness and inform First Nations about their health status and living conditions. | | | | |
| Anticipated results: <ul style="list-style-type: none"> Information and awareness sessions based on tracking and dealing with health and wellness will be finalized and made available to First Nations by 2020. | | | | |
| Indicators: <ul style="list-style-type: none"> Satisfaction levels of First Nations that take part in information sessions. Number of sessions finalized and made available. | | | | |
| Knowledge and expertise transfer | R | BOD | <ul style="list-style-type: none"> Provide information workshops and training on data use and analysis | |
| Common plan for monitoring health status and its determinants among First Nations in Quebec | R | BOD | <ul style="list-style-type: none"> Develop indicators based on population survey data Lead a joint project with the Public Health Branch to develop indicators | |

| CULTURE AND IDENTITY | | SECTOR IN CHARGE | ASSIGNED SPECIFICALLY TO AFNQL, BOD, OR | SAMPLE ACTIVITIES |
|---|---|------------------|--|-------------------|
| Priority Focus Area 5: | Cultural awareness "Promote the diversity of First Nations cultures as the foundation of health and wellness." | | | |
| Strategic objective: | 5.1 Help First Nations affirm and pass on their cultural values, practices, and knowledge. | | | |
| Anticipated results: | <ul style="list-style-type: none"> Decide on and recommend methods of affirming and passing on cultural values, practices, and knowledge for First Nations by 2020. Support and carry out projects affirming First Nations cultural values, practices, and knowledge by 2020. | | | |
| Indicators: | <ul style="list-style-type: none"> Number of materials to encourage passing on cultural values, practices, and knowledge designed. Number of projects supported and carried out. | | | |
| Strengthen the position of First Nations in intake and educational childcare services | EC | BOD | <ul style="list-style-type: none"> Develop a model First Nations curriculum for intake and educational childcare services Develop resources to help children transition to school Support establishment of a structured approach to integrating children with special needs for daycare centres | |
| Implementation of the <i>Declaration of the Rights of First Nations Children</i> | SS C; EC; SS; R | AFNQL | <ul style="list-style-type: none"> Develop promotional materials to help people better understand children's rights Take part in and support First Nations participation in Early Childhood Week | |
| Strategic objective: | 5.2 Raise awareness and inform stakeholders and partners about how things are for First Nations. | | | |
| Anticipated results: | <ul style="list-style-type: none"> Stakeholders and partners will attend at least one information session and will have awareness-raising materials about how things are for First Nations. | | | |
| Indicators: | <ul style="list-style-type: none"> Number of sets of awareness materials. Number of information sessions held. Percentage of stakeholders and partners that receive awareness materials. Percentage of stakeholders and partners that have attended information sessions. Satisfaction levels of stakeholders and partners who receive awareness material. | | | |
| Cultural adaptation of the Guide to Life Plans in youth protection | SS | BOD | <ul style="list-style-type: none"> Join in the work to culturally adapt the training materials for using the Guide Provide training for trainers from various Nations in Quebec | |
| Bring First Nations together around Early Childhood week | C | BOD | <ul style="list-style-type: none"> Support local awareness initiatives as part of Early Childhood Week | |

Updated: September 1, 2020



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Research Sector Collaborations for External Projects – 2019–2020

| Title | Institutional Collaborations |
|---|---|
| The Quebec Incidence Study (QIS) of reported child maltreatment | McGill University |
| Révision des standards de la pratique en protection de la jeunesse [Revision of youth protection practice standards] | Ministère de la Santé et des Services sociaux (MSSS) |
| Portrait de la voix des jeunes des Premières Nations [Portrait of First Nations young voices] | First Nations of Quebec and Labrador Youth Network, Concordia University |
| Tahatikohsontóntie' – Quebec Network Environment for Indigenous Health Research (NEIHR) | McGill University |
| Observatoire sur les profilages – Social Sciences and Humanities Research Council (SSHRC) grant | Université de Montréal (+37 partners) |
| Développement d'indicateurs à partir des fichiers du MSSS [Development of indicators from MSSS files] | Canadian Institute for Health Information (CIHI) |
| First Peoples' Cultural Transmission through Increased Well-Being and Empowerment | UNESCO Chair |
| Étude sur le devenir des jeunes placés (EDJeP) [Study on the trajectory of youth in care] | École nationale d'administration publique (ENAP) – Canada Research Chair in Evaluating Public Actions Related to Young People and Vulnerable Populations (CREVAJ) |
| Housing Conditions and Associations with Social Outcomes in First Nations Communities in Quebec | McGill University |
| Population study of First Nations communities to determine HLA frequencies and shared haplotypes | Héma-Québec |
| Racines et avenir : La recherche interventionnelle en toxicomanie chez les autochtones : Séminaire de réflexion et de partage des savoirs [Roots and future: Interventional research on drug addiction among Indigenous people: Discussion and knowledge-sharing seminar] | Université du Québec à Trois-Rivières |
| Birth cohort data linkage study on causes and risk factors of infant hospitalizations | CHU Sainte-Justine, Université de Montréal |
| Research Laboratory on Indigenous Women's Issues – Akwatsiw | Université du Québec en Abitibi-Témiscamingue |
| Research Laboratory on Indigenous Women's Issues – Akwatsiw – Consentement éclairé et stérilisations forcées chez les femmes autochtones [Informed consent and forced sterilization of Indigenous women] – Quebec | Université du Québec en Abitibi-Témiscamingue |
| Second portrait of homelessness in Quebec | Ministère de la Santé et des Services sociaux (MSSS) |
| Kahnawake Schools Diabetes Prevention Project (KSDPP) | Queen's University, McGill University |
| Research on two-spirit people and on sex and gender diversity | Concordia University |



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Research Projects / Research Sector-Led Evaluations – 2019–2020

| Project Title | Collaborators |
|--|---|
| Regional Health Survey (RHS) 4 | First Nations Information Governance Centre (FNIGC) |
| First Nations Labour and Employment and Development (FNLED) | First Nations Information Governance Centre (FNIGC) |
| Projet de recherche – Accès pour le développement d'indicateurs sociosanitaires à partir des fichiers du MSSS [Research project – Access for the development of socio-sanitary indicators from MSSS files] | Ministère de la Santé et des Services sociaux (MSSS) |
| Better understanding the phenomenon of child neglect in the context of First Nations in Quebec | Université de Montréal, McGill University, Université du Québec à Trois-Rivières |
| Thoughts on wellness | Communities |
| Assessing the governance process | |
| Assessing the implementation of team lead positions | |
| Évaluation des effets du programme des facultés de médecine des Premières Nations et des Inuits [Assessing the impacts of the First Nations and Inuit Faculties of Medicine Program] | McGill University, Université Laval, Université de Montréal, Université de Sherbrooke |
| Portrait de l'itinérance – Services existants et à développer [Portrait of homelessness – Existing and needed services] | Ministère de la Santé et des Services sociaux (MSSS) |