

Assembly of First Nations
Quebec-Labrador

PRACTICAL GUIDE to Deconfinement in a Pandemic Context for the First Nations Communities and Organizations



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This guide was developed in collaboration with a working group of representatives from regional First Nations commissions and organizations and representatives from provincial and federal departments. Though this guide refers to government directives and guidelines applicable in Quebec, the information it contains can be adapted for the context of all First Nations, **subject to and in conjunction with the government directives and guidelines that apply on their territory.**

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This document is available in electronic format, in French and in English, at <https://covid19.cssspnql.com/>.

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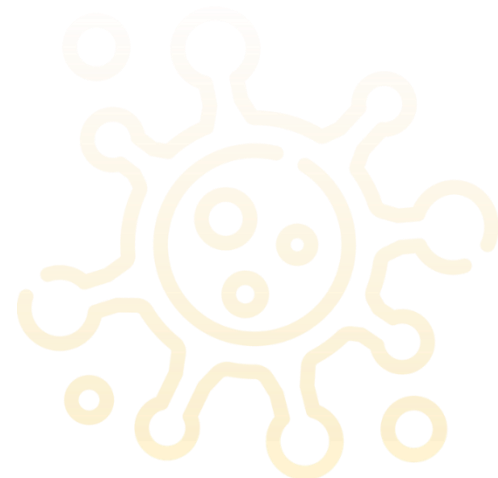


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1. Introduction

Since January 2020, the coronavirus disease (COVID-19) has spread rapidly worldwide from its origin point of Wuhan, China. On March 11, 2020, the World Health Organization (WHO) declared it to be a pandemic. On March 13, the Quebec government adopted its first order in council declaring a public health emergency under section 118 of Quebec's *Public Health Act*. The orders in council and ministerial orders that followed¹ forced the closure of public services deemed non-essential and put most social and economic activity on hold to comply with social distancing and lockdown measures designed to slow the spread of the coronavirus.

Faced with such a situation, and in accordance with the law, First Nations communities temporarily closed their services (schools, childcare services, etc.), businesses, and social and community activities. The only services allowed to stay open were essential health care, social services, public safety and food services, and work that could be done remotely from home. Furthermore, even before the Quebec government decided to close some administrative regions, many communities took the initiative to close their territory to non-residents to prevent the illness from spreading to their community.

In late April 2020, when the spread of the disease appeared to be to some extent controlled in the majority of regions except for Greater Montréal, the Quebec government began to gradually lift lockdown measures and reopen the economy. The first sectors to reopen were residential construction, childcare services, primary schools and certain businesses and industries. Given the vulnerability of their populations and the limitations of their health care services, many First Nations communities are concerned about lifting lockdown. To address this important issue and at the request of the Chiefs, the AFNQL Secretariat and regional commissions and organizations (RCOs) have developed a practical guide to deconfinement in a pandemic context. This guide is designed to reflect the particular context of First Nations in Quebec and the ongoing evolution of the current pandemic. It will be updated frequently to incorporate new information and relevant reference material based on instructions issued by public health and the needs of communities and organizations.

The goal of this guide is to help First Nations communities and organizations in Quebec develop, improve and update their community deconfinement plan. It is intended to assist Band Councils and organizations in:

- Determining their needs
- Knowing where to turn for support

Communities and organizations can use it to inform their thinking and use the hyperlinks to access online documents from government authorities, international institutions like the WHO, public

¹ See the list of orders in council and ministerial orders of Gouvernement du Québec: <https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/situation-coronavirus-in-quebec/#c47907>

institutions and professional associations, as well as other useful sources of information.² The guide gives particular attention to information provided by First Nations communities and organizations in Quebec, when available. Sources from First Nations elsewhere in Canada may also be included if their content can easily be applied to the Quebec context.

2. Principles and objectives

This guide is intended as a tool specifically geared toward the needs of First Nations in Quebec. It advocates basing a reopening process on three essential principles:

- Prioritize the community's public health when reopening public services and commercial activity
- Take the community-level context into account and respect First Nations' right to political autonomy in implementing governmental public health directives
- Retain flexibility and adapt measures to First Nations settings

Based on these principles, the guide's objectives are as follows:

1. Help Band Councils address aspects of a gradual return to activities in their communities before beginning to lift lockdown measures, including:
 - a. Setting priorities
 - b. Identifying elements to take into consideration when putting measures in place
 - c. Identifying potential partners
 - d. Becoming familiar with relevant information sources
2. Help Band Councils and regional organizations understand the best reopening practices for their services
3. Help businesses, local entrepreneurs, artisans, social economy enterprises, organizers of traditional activities, etc. to understand the best reopening practices for their type of work
4. Help Band Councils and other socio-economic actors on their land collaborate more closely
5. Help Band Councils develop their communication plans

² We have given preference to sources whose publications are accessible in both official languages. However, when necessary to ensure consistent coverage of all topics, we have included documents produced in French or English only.

3. Gradual return to normal activities in band councils and organizations

3.1 Band Council powers and mission

It bears reminding that First Nations are governments that can use their legislative powers to protect their population under their inherent right to self determination and the rights protected by section 35 of the *Constitution Act, 1982*, among others. Below are a few legal references on powers held by Band Councils and organizations.

- Subsection 81(1) of the *Indian Act* specifically provides authority to adopt by-laws for the following purposes:
 - a) to provide for the health of residents on the reserve and to prevent the spreading of contagious and infectious diseases;
 - b) the regulation of traffic;
 - [...]
 - p) the removal and punishment of persons trespassing on the reserve or frequenting the reserve for prohibited purposes.

Procedure to implement these measures

Since December 16, 2014, approval of the Minister is required only for money and tax by laws adopted under section 83 of the *Indian Act*³.

- Subsection 86(1): The council of a band can publish every by law on an Internet site or in a newspaper distributed on the reserve, whichever the council considers appropriate in the circumstances.
- Subsection 86(4): The by law adopted by the council comes into force on the day on which it is first published or on any later day specified in the by-law.

Note: The Band Council's legislative power as set out in the Indian Act must not be inconsistent with the Act or with any regulation made by the Government of Canada or by Indigenous Services Canada (ISC).

Can a First Nation enforce these measures?

If the First Nation has its own police force

- The actions of all parties must be properly coordinated, and the police officers and residents of the community must fully understand the regulations adopted by the Band Council.

³ On December 16, 2014, amendments were made following the introduction of the *Indian Act Amendment and Replacement Act*, repealing section 82, which required that a copy of the by-law be submitted to the Minister for review and approval within four days after it was adopted.

If the First Nation does not have its own police force

- To enforce the regulation, the First Nation must ensure the terms of the agreements with authorities (e.g., Sûreté du Québec) include compliance and enforcement of the regulations put in place by the First Nation.
- Without such an agreement, subsection 81(2) of the Indian Act stipulates that an order may be obtained from a court of competent jurisdiction to prohibit the continuation or repetition of the offence by the person not complying with the regulation. However, this option is currently not easily available due to the exceptional court access constraints during the pandemic.

Powers of the Chief and elected advisors

Chiefs have **moral authority and power of influence**. The Band Council may adopt and enforce the regulations set out by the Indian Act.

First Nations also have **broader powers** according to the principle of **self determination** and the **right to autonomy** recognized and protected by section 35 of the Constitution Act, 1982, which provides for alternative means of passing legislation and of governance for every First Nation.

Enforcing provincial orders in council and laws related to the pandemic

Under section 88 of the Indian Act, provincial laws of general application apply on reserves, except to the extent that those laws are inconsistent with the First Nation's regulations as set out under paragraph 81(1)(a). Under normal circumstances, the regulations adopted by the First Nation could therefore possibly prevail over the provincial legislation for all or part of the area concerned.

However, in a serious crisis, when public health is jeopardized and the provincial government invokes its public health emergency powers, the regulations adopted by the Band Council must be drafted to mobilize and temporarily organize local resources, and to impose restrictive measures adapted to the local context. This will help ensure compliance with the provisions in provincial and federal government decrees. It is strongly recommended that the regulations undergo a legal revision to ensure they can be enforced by police services.

To avoid any confusion when the First Nation adopts a regulation on the matter, it must clearly indicate the scope of application by referring to the relevant provincial law and by specifying that these are exceptional, temporary measures required during this crisis.

3.2 Legal and administrative public health framework at the provincial and federal levels

The powers of the Government of Canada and the provincial governments with respect to public health are defined in the *Constitution Act, 1867* and in its interpretation by the courts.

Federal powers during a pandemic

Section 91 of the Constitution Act, 1867 grants the federal government constitutional powers that it may exercise to respond to emergencies by making laws pertaining to the following matters, among others:

- Defence – 91(7)
- Quarantine – 91(11)
- Indians, and Lands reserved for the Indians – 91(24)

Federal laws that apply to emergencies such as pandemics:

- **Emergency Management Act** [<https://laws-lois.justice.gc.ca/eng/acts/e-4.56/>]
- **Emergencies Act** [<https://laws-lois.justice.gc.ca/eng/acts/e-4.5/FullText.html>]
- **Quarantine Act** [<https://laws-lois.justice.gc.ca/eng/acts/q-1.1/index.html>]
- **National Defence Act** [<https://laws-lois.justice.gc.ca/eng/acts/n-5/index.html>]

Note: A number of provisions allow the Canadian Forces to provide support to civil authorities. Section 273.6 permits the government or Minister to voluntarily provide logistical, technical or administrative support, while Part VI sets out the conditions for aid of the civil power in emergency situations when a province formally requests it (s. 274 to 285).

- **Public Health Agency of Canada Act** [<https://lois-laws.justice.gc.ca/eng/acts/P-29.5/>]
- **Indian Act** [<https://laws-lois.justice.gc.ca/eng/acts/i-5/>]

See certain powers granted to the council of a band (s. 81(1)(a) to (d), s. 81(1)(p) and s. 86) and certain powers granted to the Minister of ISC (s. 73(1)(f) to (k))

Provincial powers during a pandemic

Section 92 of the *Constitution Act, 1867* grants the provincial governments constitutional powers that they may exercise in areas under their jurisdiction to respond to emergencies:

- Generally, the provinces may make laws pertaining to matters of a local nature (s. 92(16)) to develop and directly implement protection measures for vulnerable populations concerning health, public health and public safety—particularly, to order evacuations or a lockdown.

Quebec laws that apply to emergencies such as a pandemic:

- **Public Health Act:** [<http://legisquebec.gouv.qc.ca/en/showdoc/cs/s-2.2>]
 - Section 1: The object of this Act is the protection of the health of the population and the establishment of conditions favourable to the maintenance and enhancement of the health and well-being of the general population.
 - Section 106: **Public health directors (DSPs)** may exercise emergency powers (ordering the evacuation of a building, restricting access to a site, ordering the decontamination of a site or ordering any other measure they consider necessary to reduce or eliminate the effects of an epidemic or contamination).
 - Section 123: In **exceptional situations**, the Quebec government may adopt by order in council a **declaration of a public health emergency** which gives it (or gives the Ministre de la Santé et des Services sociaux) expanded powers. It may, among other things, **order compulsory vaccination of the entire population or any part of it; prohibit or restrict access to the area concerned;** order the evacuation or isolation of the population or order any other measure necessary to protect the health of the population.

- **Act respecting health services and social services:**

- [\[http://legisquebec.gouv.qc.ca/en/showdoc/cs/s-4.2\]](http://legisquebec.gouv.qc.ca/en/showdoc/cs/s-4.2)

- **Police Act:** [\[http://legisquebec.gouv.qc.ca/en/ShowDoc/cs/P-13.1\]](http://legisquebec.gouv.qc.ca/en/ShowDoc/cs/P-13.1)

- **Civil Protection Act:** [\[http://www.legisquebec.gouv.qc.ca/en/ShowDoc/cs/S-2.3\]](http://www.legisquebec.gouv.qc.ca/en/ShowDoc/cs/S-2.3)

3.2.1 Government orders and orders in council pertaining to the gradual return to normal activities

The gradual return to normal activities began with the orders and orders in council adopted under Quebec's *Public Health Act*. **Order in Council No. 505-2020 made May 1, updated May 6, 2020**, ordered the gradual reopening of certain businesses, preschool and elementary school services, educational childcare services, businesses in the mining sector and non-priority manufacturing businesses, construction, etc.

Ministerial Order 2020-038 of the Minister of Health and Social Services dated **15 May 2020 is lifted as of May 18, 2020**. Access is now allowed to the Bas-Saint-Laurent, Gaspésie and Capitale-Nationale health regions, as well as to the Charlevoix and Charlevoix-Est regional county municipalities. Lockdown measures applying to the residents of the Bas-Saint-Laurent health region have also been lifted. **Given the constantly evolving situation, please regularly consult the update of the following lists and deconfinement plan:**

- List of orders in council and ministerial orders adopted by the Quebec government: <https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/situation-coronavirus-in-quebec/#c47907>
- List of sectors and businesses subject to gradual reopening, and closed regions that are now accessible: <https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/gradual-resumption-activities-covid19-related-pause/#c57355>
- Government of Quebec deconfinement plan (French only): https://cdn-contenu.quebec.ca/cdn-contenu/sante/documents/Problemes_de_sante/covid-19/Plan_deconfinement/Planification_deconfinement_conditionnel_pandemie_covid19.pdf?1590425091

3.2.2 Maintenance of basic health guidelines: wearing protective equipment, social distancing, hand washing, etc.

In the next few weeks, activities will gradually resume in Quebec with the approval and cooperation of public health authorities. Lockdown measures will be eased in phases, according to the activity type and geographic area.

To mitigate the risk of spreading the virus, it is vital to continue following health guidelines:

- Wash hands frequently
- Cough and sneeze in your sleeve

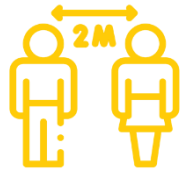


- Maintain a distance of two metres between people

Wearing a face covering

As of Saturday, July 18, **wearing a face covering will be mandatory in all closed public places in Quebec** (e.g., cinemas, restaurants, shopping centres, gymnasiums, common areas of office buildings, private practices of professionals, etc.).

<https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/wearing-a-face-covering-in-public-settings-in-the-context-of-the-covid-19-pandemic/>



Office layout

Organizations able to keep their employees working remotely are encouraged to do so.

However, if employees have to return to the office, it is important to rearrange work stations and schedules in order to maintain a 2-metre distance between employees at all times. If this is not possible, install physical barriers (partitions in Plexiglas, or another solid, transparent material) and adapt work methods. For example, use personal protective equipment adapted to the level of risk (e.g., face coverings).

The number of people present in the same room must be reduced so as to always respect the physical distance of 2 metres, as far as possible. Also, managers should rotate employees by adapting schedules to decrease the number of employees present at one time.

Remember to enforce physical distancing measures during breaks and meals. Ensure cups, glasses, plates, utensils or other objects are not shared. Government of Quebec website:

<https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/gradual-resumption-activities-covid19-related-pause/>

Workplace health and safety

To assist workers and employers with workplace health and safety matters, the Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST) has made online tools available for most business sectors:

<https://www.cnesst.gouv.qc.ca/salle-de-presse/covid-19-info-en/Pages/toolkit.aspx>

Cleaning and disinfection

Cleaning and disinfection are basic health measures that should be taken in all circumstances to protect ourselves and others. The following measures apply to buildings, workplaces, meeting and gathering spaces, and equipment used for all types of human activities. You will find them useful both throughout the phases of reopening and after the pandemic, when life returns to normal.

Provide **appropriate protective equipment to cleaning staff:**

- Gowns
- Gloves
- Respiratory protection (mask)
- Eye protection (safety glasses, visor, etc.)

Provide the **appropriate products and procedures for cleaning and disinfection**.

- Soiled surfaces should be **cleaned** with detergent or soapy water **before being disinfected**.
- For **disinfection**, consult the detailed list of tested products:
<https://www.canada.ca/en/health-canada/services/drugs-health-products/disinfectants/covid-19/list.html>
- **Caution:** Never mix bleach with ammonia, as the combination releases toxic fumes that may be fatal if inhaled.
- If you are having trouble sourcing cleaning and disinfection products, email the Grand Conseil de la Nation Waban-Aki Emergency Management Team at urgencesemergencies@gcnwa.com.

[Access Section 6.2 Occupational health and safety](#)

For more information, visit the following websites:

Specific cleaning and disinfection procedures for buildings:

<https://www.inspq.qc.ca/en/covid-19/environment/surface-cleaning>

Important points to remember when cleaning and disinfecting (p. 5):

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/EfRf2GHtyJ1Orw11pr-S6x4B-7JYKC0owK5rDs_CELe-qw?e=uq959X

Cleaning and disinfecting in community housing:

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/EUaF5TqHsCxEgk-Fmyc4Q28Bpf5mpzVcbYitYfMwcrbCNQ?e=Fpntvz

3.3 Setting Band Council priorities for the gradual return to normal activities in communities

This framework can be used as a starting point for identifying priorities:

- Assess the impact of interrupting non-essential activities in the community from the standpoint of physical and mental health, the social climate, the economy, the cultural climate, etc.
- Identify the most pressing needs or the needs with the most severe repercussions for the community.
- Determine which of these needs should be prioritized during the reopening phase.
- Identify all the activities that need to be resumed to meet each of these needs (e.g., to maintain, renovate or build homes, you will need to account for access to materials, vehicles and outside workers, plan for workers to travel to and from worksites, and ensure the availability of housing, convenience stores, storage sites, etc.).
- Assess the risks of these activities for the population, taking into account government orders, orders in council and basic health guidelines (see sections [3.2.1](#) and [3.2.2](#)).
- Decide whether you can safely resume these activities while respecting the principles set out in [section 2](#).

Indigenous Services Canada released a reflection tool about deconfinement for community leaders: *Readiness of First Nations communities related to COVID-19*: https://cssspnql.sharepoint.com/:p:/s/M_COVID19/EdGrewk6nWpHIO8XQMTf4A4BcQJ1q4HaWXpJgssfkZ7Swg?e=LP9mnd

4. Reopening procedures by sector

4.1 Buildings

Below are important recommendations and procedures that should be followed to prevent the transmission of COVID-19 in infrastructure or when reopening a building in the community.

Cleaning and disinfection: refer to the procedures described in [section 3.2.2](#).

Restoring service to water distribution systems in vacant buildings

The following recommendations are intended to ensure safe water quality for workers and building occupants. **When fewer people are using a building's water system, the risk of stagnant water is higher, and the quality of the water deteriorates.** Conditions leading to stagnant water increase the risk of bacterial growth. If you are an owner, manager or tenant of a home, a section or a building that has been vacant for more than one month, these recommendations apply to you. **Note:** These three steps can take 24 to 48 hours or longer.

- **Step 1: Locate the main components of your water system.**
 - Locate the building's water intake and the unit farthest away the water intake.
 - Locate the water heater and hot water tanks.
- **Step 2: Prepare the hot water system.**
 - **If the water heater has remained in operation:** Make sure that the temperature at the water heater's outlet and in any hot water tank is maintained at a minimum of 60°C. If not, increase the temperature to at least 60°C for at least 24 hours before moving to step 3.

If the water heater has been turned off, refer to page 8 of this guide:

<https://www.rbq.gouv.qc.ca/fileadmin/medias/pdf/Publications/anglais/ang-recommandations-remise-en-service-eau-batiments-inoccupes.pdf>

- **Step 3: Flush the water system to improve the quality of the water in all pipes and remove possible contaminants.**

Detailed procedure:

<https://www.rbq.gouv.qc.ca/fileadmin/medias/pdf/Publications/anglais/ang-recommandations-remise-en-service-eau-batiments-inoccupes.pdf>



Repairs, renovations and construction work

It is important to think about employee health and safety measures when carrying out all repairs, renovations and construction work. Do you have a plan for protecting employees who will be working on the construction site (ensuring a clean living environment, developing procedures for maintaining distance on the site, disinfecting materials, etc.)?

Recommendation: Employers must verify the health status of all their workers when they report to the worksite.

Procedure to follow when a worker is diagnosed with COVID-19:

<https://www.cnesst.gouv.qc.ca/salle-de-presse/covid-19-info-en/Pages/covid-19-QR-construction-sites.aspx>

Recommendations to facilitate social distancing on worksites and to promote workplace hygiene: <https://www.cnesst.gouv.qc.ca/salle-de-presse/covid-19-info-en/Pages/covid-19-QR-construction-sites.aspx>

For more information: <https://www.inspq.qc.ca/en/publications/2950-workers-construction-site-covid19>

Consult the fact sheet “[Resumption of activities in the building sector](#)”

4.2 Public safety

On March 13, 2020, the Quebec government declared a public health emergency in all of the territory of Quebec, under section 118 of the Public Health Act. As a result, certain measures set out in section 123 of the Act were implemented in order to protect the population and prevent the spread of COVID-19.

In this context, the police must act in support of public health authorities to ensure these measures are applied and respected.

Under section 139 of the Public Health Act, police officers may issue a fine or notice of offence if any of the imposed measures are contravened. The expansion of police powers rests on the notion of a state of emergency and the purpose of the measures that were implemented, namely, protecting the health and security of the population. As such, in this type of context, the police may take certain actions that are directly related to the public health emergency. For example, police do not normally issue fines for non compliance with rules governing the number of people gathered in a private residence.

As lockdown measures are gradually eased, the police will continue to provide support to public health authorities until all measures implemented by the government to protect the population and prevent the spread of the virus are lifted.

Role of police in Indigenous communities during a public health emergency

- Raising awareness among the population of preventive measures and guidelines issued by public health authorities
- Enforcing the Public Health Act (orders in council and ministerial orders) as well as the measures and guidelines issued
- Providing regular police services with consideration for this new reality that entails changes to certain procedures to ensure the health and safety of both police officers and the population

Several band councils have adopted by-laws to control the comings and goings in their community. Officers from Indigenous police forces were assigned to checkpoints in some situations. In other cases, these were or continue to be managed primarily by private security guards, band council members, community members and firefighters. This allows the police to focus on providing police services, as set out in their mission.

Communication and collaboration with police forces

Since the beginning of the lockdown, the Ministère de la Sécurité publique (MSP) has been issuing memos to the heads of police forces. These memos contain the guidelines and information needed to apply the Public Health Act, as well as protective measures for police officers.

The MSP has also been working closely with law enforcement, the justice system and the health care sector to ensure that the directives and procedures for both police and the population in general are quickly analyzed and communicated to police officers on the ground. The objective is to provide proper support to police in the specific circumstances created by the COVID-19 pandemic.

As lockdown measures are lifted, ongoing communication and collaboration with police forces will remain essential in order to reconcile the realities of police work with public health concerns and thereby provide police officers with relevant and useful information.

It is important to remember, in the context of managing this public health emergency, that lockdown measures have led to increased risks for people in vulnerable situations, including those dealing with mental health issues and those experiencing domestic violence. Throughout the process of deconfinement, it will therefore be essential to remain vigilant and provide safety nets for vulnerable people.

To contact the police forces serving Indigenous communities:

<https://www.securitepublique.gouv.qc.ca/police/bottin.html> (in French only)

Persons released from detention centres

During the pandemic, some members of First Nation communities will be released from detention centres run by the Correctional Services department of the Ministère de la Sécurité publique. A channel of communication will be put in place to ensure the safe return of these community members to their homes.

The persons concerned:

- Detainees serving a sentence in a detention centre who will be released at the end of their sentence, whose Indigenous identity is known to the facility's staff and who intend to return to live in their home community upon their release
- Detainees who have been granted temporary absence or conditional release, whose Indigenous identity is known to the facility's staff and who intend to return to live in their home community upon their release

Correctional Services will collaborate with the home communities of the detainees. A staff member from a detention centre or from one of the Indigenous organizations that work in partnership with Correctional Services will communicate with a reference person designated by the community in question. Information about the community's protective measures, particularly those concerning access to the area and the 14 day mandatory isolation period that may be required of the person upon their release, will be provided to the detainee to help them prepare for their arrival.

In the days preceding the detainee's release from the detention centre, their name, date of birth and date of release may be communicated to the reference person designated by the community (with the consent of the detainee, signed and submitted to the correctional officer). If the detainee does not give their consent, the community representative will not be notified of their release, but the detainee will still be informed of the protective measures in place.

4.3 Education and educational childcare services

Lockdown measures cannot be eased without taking into account the progressive return of services for children in our communities. As parents go back to work, children will go back to school and childcare services will gradually reopen. The First Nations of Quebec and Labrador Health and Social Services Commission (FNQLHSSC) and the First Nations Education Council (FNEC) have each developed a practical guide to support the schools and childcare services in our communities as they prepare to reopen: the "[Guide for Decision-Making in Preparing to Reopen First Nations Childcare Centres](#)" and "[Teaching Differently: Return-to-School Reference Guide](#)".



These practical guides should be followed in conjunction with the Quebec network's public health guidelines for resuming childcare services (April 28, 2020 letter from the Minister of Families) and resuming school activities.

Communities and schools can adapt the tools to meet their needs and reflect their local reality. You can follow the latest information on COVID-19 on the [First Nations of Quebec and Labrador Health and Social Services Commission](#) website and on the Quebec [Ministère de l'Éducation et de l'Enseignement supérieur](#) and [Ministère de la Famille](#) websites.

Institut Tshakapesh has gathered on this website the initiatives and tools of communities, governments and First Nations authorities (French only): <https://infocovid19.tshakapesh.ca/>

Back-to-school plan for education – Fall 2020

How will the resumption of educational activities be organized in elementary and secondary schools or in adult education centres and vocational training centres in Québec? See:

<https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/answers-questions-coronavirus-covid19/questions-answers-education-families-covid-19/#c62686>

4.4 Health

4.4.1 Moving Out of Lockdown: Reorganizing Community Health Services

Health centres have been forced to reorganize their services since the start of the pandemic, and most of the resulting changes are still in place.

As lockdown restrictions are eased, the primary impact on health centres will be an increased demand for their services. People may be more inclined to consult, for both new problems and regular checkups. In addition, new cases of COVID-19 could be confirmed, which would entail an increase in specific interventions. Non-essential activities that had been on hold (e.g., promotion and prevention) will gradually take up more and more of care providers' time.

[Access section 4.5.2 Meeting clients in person](#)

COVID-19 diagnostic tests and follow-ups

Developments regarding **testing priority**:

<https://msss.gouv.qc.ca/professionnels/covid-19/directives-cliniques-aux-professionnels-et-au-reseau/depistage/> (in French only)

A) Testing clinic in the community

Make sure that sufficient **resources** are available to handle an increase in the number of tests to be done:

- Do you have enough trained nurses to carry out testing?
 - If not, do you have a training plan?
- Do you have enough material (swabs, PPE, etc.)?
- Have you concluded an agreement with the public health department of the CISSS-CIUSSS?
- Do you have the necessary resources to carry out or participate in epidemiological investigations?

B) No testing clinic, but efforts to set one up are underway

Contact your CISSS-CIUSSS to assess the possibility of opening a clinic in your community. Factors to consider include:

- Availability of staff to conduct testing
- Access to a room where the patient can be alone with nurses
- Ability to transport samples to the laboratory immediately after the test
- Ability to isolate patients until their results are available

Home care (HC)

The link below provides information (in French only) on recommended home care measures, including:

- General instructions for home care teams
- What to do before visiting a patient in their home
- Providing home care to users who have COVID-19 or are at high risk
- Providing home care to other users without risk factors

<https://msss.gouv.qc.ca/professionnels/covid-19/covid-19-directives-au-reseau-de-la-sante-et-des-services-sociaux/sad/>

<https://www.inspq.qc.ca/publications/2917-mesures-soins-domicile-covid19> (French)

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/Eb8epzKCg6hDtoKA7gWIUmABIY6yYHZz8kHmWTSde0XQuA?e=9uNLPe (English)

What to do if more cases of COVID-19 are diagnosed?

- Make sure enough staff are available to provide home care both to clients with COVID-19 and to those who don't have the disease, and implement a recruitment plan as needed.
- Put together training for employees regarding health measures, personal protective equipment and so on.
- Order sufficient quantities of personal protective equipment as needed.

Informal and family caregivers

Government of Québec Web page about informal and family caregivers during the pandemic: <https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/caregivers-during-the-covid-19-pandemic/>

As of June 15, 2020, update of the guidelines regarding the arrival of family caregivers and companions in hospital centers (CH) (French only)

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/EWTm4RwrE2ZlHsdKmsRp5BEB1oYC-tpGYvjs16aTHq28jA?e=x6HjV9

Consult the fact sheet "[Reorganizing community health services](#)".

Organization of community activities

[Access section 4.6 Social development](#)

4.4.2 Deconfinement and reorganization of services in facilities for seniors and persons with decreasing independence

Important considerations:

A) Keep up with new developments as the Government of Quebec eases lockdown measures

Deconfinement measures are evolving and being updated on a daily basis, which is why **it's important to keep up with the latest developments by regularly visiting the COVID-19 section of the FNQLHSSC website**, where you will find all of the most recent recommendations issued by the Ministère de la Santé et des Services sociaux for CISSS and CIUSSS facilities: <https://covid19.cssspnql.com/recommendations/?lang=en>. These guidelines will help you determine your responsibilities as lockdown measures are eased.

On May 15, 2020, measures were sent out to ease restrictions on the presence of informal caregivers providing significant support in CHSLDs, RI-RTFs and PSRs, residents of PSRs (unsupervised outings; use of personal vehicles; meeting loved ones outside the grounds) and outings for a CHSLD or PSR resident to visit loved ones only if a case of COVID-19 has been reported in such a facility:

https://cssspnql.sharepoint.com/:f:/s/M_COVID19/Eqllnc6juhFPtd9wW-fi5wUB69WA6mN_zEYew8guonxeog?e=2vOiKW

As of June 18, 2020, update from the MSSS regarding the deconfinement plan for CHSLDs. They relate more specifically:

- Departures without supervision from the CHSLD
- Outings of current residents for an outdoor stay of more than 24 hours in the community
- Visits
- Outdoor meetings

Letter announcing the update (French only, translation to come):

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/EdNPQVUsa7FBsbi3GrBETIIBWK7bq6yQpQzU1_JqK1hapQ?e=8CENJR

Deconfinement plan for CHSLDs (French only, translation to come):

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/ER26CSfWZUpHjP5tcMwOyCwB4Yqq-d0ZF8k9o3v4j7yVBQ?e=XjVdTK

Deconfinement plan for PSRs (French only, translation to come):

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/EYZ_hCJX-Z1ImrKAIRelPpIBO6mK8IE5OiBojc9vKRYD5A?e=PIGp7x

As of June 25, here are the new guidelines for seniors' residences. This document replaces the directives sent on May 29, 2020 and is complementary to the senior's residences deconfinement plan of June 18, 2020 (French only, translation to come).

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/EbblJdeFjAxPupdca2gK_28Bev5DWb7tJXTLDTX5FKWV3A?e=5CFvOF

As of June 19, new information and guidelines have been released for IR-FTR that provides accommodation for people from the SAPA service-programs or with mental health issues, addiction, physical or intellectual impairment, or autism spectrum disorder, including youth clients from these service programs entrusted under the *Act respecting health services and social services* (LSSSS) (French only, translation to come):

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/EU1z9RFDY7lFgS7lglm-B2EBDR7DGCKE904FDUcFa2dxDA?e=YYXsxy

Plan for deconfinement in continuing assistance resources, boarding schools, group homes and any other accommodation environment governed by agreement according to article 108 of the LSSSS of service programs in physical impairment, intellectual disability and autism spectrum disorder and mental health, as well as intensive functional rehabilitation units located in a single vocation facility in physical impairment (French only, translation to come):

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/EdBMsgxsot9PvRv1U89fNboBiVwP_CwJ9KQLvISN_LTrZ2g?e=VY8o7R

B) Assess your facility's capacity to implement measures

To implement deconfinement measures, it will be important to put in place monitoring tools and ensure that standard infection prevention rules are respected. You can find more information here:

MSSS recommendations on measures to implement during deconfinement:

https://cssspnql.sharepoint.com/:f:/s/M_COVID19/EqlInc6juhFPtd9wW-fi5wUB69WA6mN_zEYew8guonxeog?e=2vOiKW

Remember to maintain existing infection prevention and control measures in the living environment. Depending on recommendations and your judgment, it may be necessary to strengthen these measures.

C) Set testing priorities and determine the impact of a positive result

As of May 4, staff and users of residences for seniors and persons with decreasing independence are considered priority testing groups.

It's important to think about the process of getting tested, but also the impact that a positive result would have on deconfinement measures (refer to the MSSS deconfinement recommendations).

Stay up to date with **testing priorities**: <https://msss.gouv.qc.ca/professionnels/covid-19/directives-cliniques-aux-professionnels-et-au-reseau/depistage/> (French only)

D) Review deconfinement measures impacting home care services

As lockdown measures are eased, non-essential activities that were temporarily suspended will slowly be resumed by care providers. Before considering how to reintegrate these activities, it is important to follow the deconfinement measures announced by the Government of Quebec.

As of May 22, no measures concerning the reintegration of these activities have been announced by the MSSS. Facilities may consider expanding the availability of home care services to, for instance, meet the needs of caregivers who may be suffering from burnout due to the lockdown, tend to users' psychosocial needs related to isolation, maintain food and medication delivery services and prevent abuse.

Note that prevention and control measures put in place for home-care support will be maintained. https://cssspnql.sharepoint.com/:f/s/M_COVID19/EqlInc6juhFPtd9wW-fi5wUB69WA6mN_zEYew8guonxeog?e=2vOiKW

E) Ensure the safety, dignity and wellness of seniors and persons with decreasing independence

Seniors and persons with decreasing independence will likely have questions and concerns about deconfinement, so it's important to maintain effective communication. Here are some tools for continuing wellness activities:

Preventing deconditioning in seniors living in residences:

https://cssspnql.sharepoint.com/:b/s/M_COVID19/EYPwMeSuZ79Cr6S23KZwk3MB99LELxdGoR4i8NOI-BM0jw?e=DVnVnO

Grieving: <https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/bereavement-during-the-pandemic-covid-19/>

Protecting your well-being during the pandemic:

<https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/protecting-your-well-being-in-the-covid-19-pandemic/>

Elder abuse: <https://publications.msss.gouv.qc.ca/msss/en/document-002209/>

General information for informal caregivers (current situation, self-care and wellness, getting help, maintaining relationships with loved ones, protecting yourself from COVID-19): <https://publications.msss.gouv.qc.ca/msss/en/document-002523/>

Q&As: <https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/answers-questions-coronavirus-covid19/questions-answers-health-services-covid-19/>

Consult the fact sheet "[Reorganization of services in facilities for seniors and persons with decreasing independence](#)"

4.5 Social services

4.5.1 First Nations Child and Family Services (FNCFS)

By continuously reorganizing our interventions, we are able to ensure continuity of services provided to children and families in communities. At the same time, you and your team may feel the impacts of daily stress at work, including:

- Questioning your abilities
- Feeling a loss of control
- Being afraid of infecting your clients or becoming infected yourself
- Feeling overwhelmed

To mitigate these impacts, steps should be taken to support caseworkers, as recommended by Institut national d'excellence en santé et en services sociaux ([INESSS](#)):

- Acknowledge the work done by caseworkers and offer support services to help them cope with trauma and stress caused by working in first-line services and youth protection during a pandemic.
- Diligently monitor for signs of burnout in first-line caseworkers during the crisis. As lockdown measures are lifted, adrenaline levels may drop, causing psychological distress and anxiety in overburdened caseworkers.
- Help caseworkers reconnect with families by regularly informing them of the impacts of the pandemic and what resources and services are available.
- Help educate caseworkers about trauma caused by psychological distress experienced during the pandemic. Caseworkers should bolster their knowledge of ways to help youth feel safe, cope with trauma and recover. Videos are available from the FNEC: <https://www.youtube.com/user/CEPNFNEC/videos>. Boscoville has developed tools for understanding complex trauma: <https://www.boscoville.ca/covid-19-intervenants/#toggle-id-3>.

Strategies for taking care of your team: <https://www.boscoville.ca/covid-19-intervenants/>

Preventing and detecting occupational burnout in a pandemic context: https://covid19.cssspnql.com/wp-content/uploads/2020/04/infosheet_ISC-FNQLHSSC_burnout_pandemic.pdf

The 7 sacred teachings in the context of the pandemic: https://covid19.cssspnql.com/wp-content/uploads/2020/05/poster_seven_sacred_teachings_pandemic.pdf

FNCFS and youth protection

Adjusting organizational practices

Certain services may have been temporarily suspended during lockdown. As lockdown measures are eased, these services will gradually resume. We can expect to see an

increased need for child and family support services, as well as a rise in reports to youth protection services. With this in mind, here are potential courses of action suggested by INESSS for adjusting your organizational practices:

- Establish new procedures for responding to the jump in reports and address high-risk situations (processes, human and material resources, etc.)
- Plan for the need to enhance first-line and youth protection services' capacity to support children and families
- Maintain contacts and partnerships between caseworkers working with families through frequent communication to discuss children's situations
- Promote collaboration and coordination between services offered by different organizations and partners (youth protection, first-line services, schools, childcare centres, community-based agencies, etc.) to ensure appropriate monitoring and support of youth and families and detect nascent issues.

For more information:

Pandemic recovery phase for at-risk youth (French only):
<https://www.inesss.qc.ca/covid-19/retablissement-et-reprise-des-activites/phase-de-retablissement-a-la-pandemie-pour-les-jeunes-en-difficulte.html>

COVID-19 and the social safety net around children and youth at risk of abuse, and youth protection practices: https://www.inesss.qc.ca/fileadmin/doc/INESSS/COVID-19/Anglo/COVID-19_INESSS_Social_Safety_net_Children.pdf

Tools and videos on wellness for children, teenagers, parents and caseworkers:
<https://www.boscoville.ca/covid-19/>

Resuming activities and continuity of services

First-line services

Prior to and during the gradual resumption of prevention activities, particular care should be taken to comply with health guidelines issued by the government and workplace hygiene guidelines. Questions for reflection and suggested courses of action can provide guidance as you resume preventive activities (4.6) and follow-up meetings with your clients (4.5.2).

Youth protection and the Youth Criminal Justice Act (YCJA)

As lockdown measures are lifted, the measures, directions and orders issued by the MSSS pertaining to youth protection services, services offered under the YCJA and services offered by RI-RTFs are updated regularly by the MSSS and must be respected.

While these services are essential, the value of conducting an in-person home visit should always be assessed. Caseworkers should first consider other means of

intervention while making sure, of course, that they do not cause harm to the child. Any interventions conducted must be concerted, structured and safe. Caseworkers should communicate and conduct follow-ups over the phone or using other technology whenever possible. If multiple caseworkers are involved in client follow-up, one of them should be designated as the contact person for verifying required information.

If an **in-home intervention is deemed necessary**, refer to the following document on measures to implement, risk management and decision-making for in-home interventions during a pandemic (French only):

<https://publications.msss.gouv.qc.ca/msss/document-002560/>.

Additional information for resuming contact between youth and their families (French only): <https://www.boscoville.ca/wp-content/uploads/2020/05/V3-Rituels-et-transitions-pendant-la-pand%C3%A9mie-VF-mb-1.pdf>

Guidelines on intermediate and family-type resources (RI-RTFs) (French only): https://www.csd.qc.ca/wp-content/uploads/2020/05/20-210-138W_Consignes-concernant-les-ressources-interm%C3%A9diaires-et-de-type-familial-RI-RTF-qui-accueillent-la-client%C3%A8le-du-programme-services-Jeunes-en-difficult%C3%A9-.pdf

Q&A on obligations relating to youth protection, the YCJA, and intermediate and family-type resources (RI-RTFs):

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/EVxfCMIYT5dNjwDkRymzggqIBGw4RuizD5GTJqo-l19TQPw?e=LuASa7

Defining services to be provided to youth and their families

The following should be taken into account when defining services to be provided to at-risk youth and their families during the recovery phase:

- Assessing or reassessing the needs of youth and their families in order to support them and provide adapted services (new services or modified services)
- Continuing to provide adapted support for high-risk situations, through home visits
- Resuming home visits that were interrupted during the pandemic

Additional information (French only): <https://www.inesss.qc.ca/covid-19/retablissement-et-reprise-des-activites/phase-de-retablissement-a-la-pandemie-pour-les-jeunes-en-difficulte.html>

Identifying at-risk youth

Specifically, caseworkers are encouraged to identify youth living in high-risk conditions who are not yet known to social services, so they can be provided with services. It is recommended to:

- Maintain services provided during the crisis
- Plan for additional support services to meet the needs of young people and families who have been affected.

Prioritizing high-risk situations (French only): <https://www.inesss.qc.ca/covid-19/retablissement-et-reprise-des-activites/phase-de-retablissement-a-la-pandemie-pour-les-jeunes-en-difficulte.html>

Deconfinement of youth

The following site examines the negative consequences that restrictive COVID-19 measures can have on youth. Secondly, it explores the methods and efforts that other areas have employed to mitigate these consequences while resuming normal life. These methods and efforts have been organized by setting: youth and their families, community life, volunteering and social engagement, education and childcare, sports, and recreation and culture. All of them are designed to comply with the precautionary and protective measures in force. Thirdly, the site addresses the potential issues of youth using digital environments, and methods for mitigating those risks.

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/EcC5P3fbs6VHrnJ7GXXFjUIB64iU04NyDN_krNapD6DrGw?e=mNT1uN (French only)

Consult the fact sheet “[Reorganizing First Nations Child and Family Services and Youth Protection](#)”.

4.5.2 Meeting clients in person

Here are the general guidelines for services offered directly to clients in the organization’s offices or at home. These guidelines can be applied to different sectors of activity (first-line services, income support, early childhood education, health centres, mental health and addiction services, Band Councils, etc.).

The general recommendations from MSSS and INESSS are as follows:

- Conduct follow-ups by telephone or using other technology, like video conferencing, whenever possible in order to limit unnecessary contact
- Assess the relevance of each intervention and postpone those that can wait without causing harm to the client
- Ensure that new intakes are assessed and prioritized according to the criteria established by your organization
- Reassure clients that services are still available and that no employee with symptoms of COVID-19 will come into work

If, after the situation has been assessed, a meeting must be **held in person**, the guidelines and directives for health and hygiene measures in the workplace must be followed.

For meetings and follow-ups **on your organization's premises**, here are a few steps to take to limit contact and promote hygiene:

- Designate different entrances for clients and employees
- Designate one person to greet clients and ensure they respect hygiene measures (handwashing, disinfection, etc.)
- Reserve a room for these purposes—it should be disinfected after each use ([refer to section 3.2.2](#))
- Allow clients who have to fill out or sign documents to do so at home, before or after their appointments
- If several people are involved in a client's care, a single person should be designated to meet with them in person
- Stagger appointments to avoid having too many people on the premises at the same time
- If several clients are arriving or departing close together, have people wait outside where possible

For **home visits and in-home follow-ups**, the following measures must be applied:

On an ongoing basis

- Reduce home visits to a minimum and frequently reassess the need for such visits
- Continue home visits if an interruption could compromise the client's health

Information on recommended home care measures, including:

- General instructions for home care teams
- What to do before visiting a client in their home
- Providing home care to users who have COVID-19 or are at high risk
- Providing home care to other users without risk factors

<https://msss.gouv.qc.ca/professionnels/covid-19/covid-19-directives-au-reseau-de-la-sante-et-des-services-sociaux/sad/> (French only)

Before the visit

- Contact the client to verify whether specific measures will be necessary (e.g., if they have tested positive for COVID-19 or are showing symptoms). You will find the measures to apply in these situations at the following link: <https://www.inspq.qc.ca/publications/2917-mesures-soins-domicile-covid19> (French only);
- Ensure that staff have received the necessary training on wearing personal protective equipment (PPE)

During the visit:

- Maintain a distance of two metres at all times
- If it is not possible to maintain this distance, wear a mask

For more information on home care services:

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/EcGKNwqfs7xKq_hGuh98xz0BPiTmPuob5ubtZ6sJmITDqQ?e=LHs1lb

To ensure the collaboration of all, the procedures put in place must be communicated and explained to the whole population. This can be done through a memo, posters, a pamphlet, etc.

For home visits and interventions under the auspices of youth protection, the *Youth Criminal Justice Act* and intermediate and family-type resources, refer to section [4.5.1](#).

Consult the fact sheet "[Reorganizing meeting clients in person](#)".

4.5.3 Mental health services and services for people with addiction issues

As we move out of lockdown, it is important to consider the mental health services that will be offered to the general population and to people with mental health issues. The following recommendations also apply to people with addiction issues, as substance use generally increases amid a pandemic, both for people suffering from addiction and for the general population. Certain key elements should therefore be considered with respect to mental health services.

Identifying psychological distress

- Proactively identify people who are at greater risk of experiencing psychosocial difficulties related to the pandemic.
- Designate people to identify and respond to the population's psychological distress.
- Anticipate a potential increase in demand for services during deconfinement.
- Pay particular attention to risks of overdose, relapse or involuntary withdrawal among psychoactive substance users.

Service offering adapted to the needs of the population

- Offer a variety of services ranging from self-care tools to more complete support.
- Propose measures that encourage resilience to inform the general population about the psychosocial consequences associated with the pandemic.
- Offer general, accessible, context-appropriate social services that provide short-term support.
- Offer psychosocial services to people who require greater, long-term support.
- Maintain or develop remote mental health and addiction services, and use technology to promote access to them. Before resuming services that were suspended during the crisis, these services should be adjusted based on emerging needs.
- Provide support to people in the community who are infected by COVID-19, as they are likely to experience post-traumatic stress.

Psychological education and prevention

- Continue to provide the public with information on stress and anxiety to promote good mental health.

It is important to monitor individuals' psychological state throughout the entire process in order to keep track of changing needs and adjust services as necessary.

Additional information

Psychosocial self-care tools: <https://covid19.cssspnql.com/tools/?lang=en>

Resuming mental health services for the general population (French only): <https://www.inesss.qc.ca/covid-19/retablissement-et-reprise-des-activites/sante-mentale-deconfinement-1506.html>

Resuming services for people with a known mental health disorder (French only): <https://www.inesss.qc.ca/covid-19/retablissement-et-reprise-des-activites/phase-de-retablissement-a-la-pandemie-pour-les-personnes-avec-des-problemes-de-sante-mentale-ou-des-troubles-mentaux.html>

Resuming services for people with addiction issues (French only): <https://www.inesss.qc.ca/covid-19/retablissement-et-reprise-des-activites/phase-de-retablissement-a-la-pandemie-pour-les-personnes-avec-des-problemes-de-dependance-ou-en-situation-ditinerance.html>

4.5.4 Treatment centres

To prevent the spread of infection, treatment centres should reopen gradually.

Recommendations for reopening

- Limit capacity to 50%.
- Restrict access to people who show symptoms of COVID-19 or who have tested positive for the disease.
- Have users refrain from going outside the centre unless absolutely necessary.
- Wear a non-medical mask when it is impossible to remain two metres away from others.
- Install hand washing stations on every floor and in the cafeteria.
- Prohibit visits.
- Monitor users' symptoms.

If feasible and if priority criteria are met, treatment centres could admit users who have tested negative for COVID-19.

For users

- Do not place more than one person in a room.

- Limit the use of shared bathrooms. If bathrooms must be shared, disinfect after every use.
- Follow physical distancing instructions.
- Encourage users to eat in their room.

For common areas

- Limit the use of shared spaces.
- If meals cannot be eaten in the rooms, limit the number of people in the dining area by offering multiple meal times a day or by moving the tables so they are two metres apart.

If a user shows symptoms of the disease

- Determine a space for isolation.
- Plan to have the person moved to a screening centre. The user should not return to the centre if they test positive for COVID-19.

Consult the fact sheet “[Resumption of activities in treatment centres](#)”

4.6 Social development

Community, sports and traditional activities

Prior to the gradual resumption of community, sports and traditional activities, it is essential to take the time to ask the right questions and to think about the measures to put in place to prevent the transmission of COVID-19.

Here are the main things to consider:

- The government guidelines to be observed.
- The feasibility of deconfinement and the necessary logistics; see [Fact sheet- Resumption of community, sports and traditional activities](#).
- Your obligations as an employer governed by the *Act respecting labour standards*, the *Act respecting occupational health and safety* and the *Canada Labour Code* (see points 6.1 and 6.2 (upcoming)).

For more information:

List of priority activities and services published on the Government of Quebec’s website: <https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/essential-services-commercial-activities-covid19/>

Recreation, sports and outdoor activities

Measures issued by the Government of Quebec: <https://www.quebec.ca/en/tourism-and-recreation/sporting-and-outdoor-activities/resumption-outdoor-recreational-sports-leisure-activities/>

To keep in mind:

- Favour the organization of individual or two-person recreational sporting activities, without physical contact, in free practice, in an outdoor practice setting, and with limited or no access to sanitation facilities.
- Avoid sports that require the sharing of equipment between participants.

Toolkit for the recreation, sport and outdoor activities sector developed by CNESST (French only): <https://www.cnesst.gouv.qc.ca/salle-de-presse/covid-19/Pages/outils-secteur-loisir-sport-plein-air.aspx>

Guide to health standards in the workplace for the recreation, sport and outdoor activities sector – COVID-19 (French only): <https://www.cnesst.gouv.qc.ca/salle-de-presse/covid-19/Documents/DC100-2161-guide-sports-loisirs.pdf>. This guide aims to support businesses and organizations in the recreation, sports and outdoor activities sector for the management of occupational health and safety (OHS) in the workplace. It aims to ensure that activities can resume or continue under the safest and healthiest conditions possible in the context of COVID-19.

Daily checklist to help you before resuming your activities (French only): <https://www.cnesst.gouv.qc.ca/salle-de-presse/covid-19/Documents/DC100-2161B-liste-sports-loisirs.pdf>

Fact sheet for prevention measures for the health of workers in the recreation, sport and outdoor activities sector (French only): <https://www.cnesst.gouv.qc.ca/salle-de-presse/covid-19/Documents/DC900-1087-affiche-sports-loisirs.pdf>. This sheet can be used in your sport and recreation organizations to provide a reminder regarding preventive measures for the health of workers in the recreation, sports and outdoor activities sector.

Frequently asked questions about events and activities in the context of COVID-19: <https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/answers-questions-coronavirus-covid19/gatherings-activities-covid-19/>

Traditional activities and gatherings

The resumption of your traditional activities such as pow-wows, ceremonies, activities on the land, activities in longhouses, etc. must also be thought out and planned. The information provided above regarding community activities also applies for traditional activities. Please refer to the content relating to community activities.

As of May 22, it is possible to gather outside provided that various measures are followed.

- Gatherings must be limited to a maximum of 10 people. In addition, these people can only come from a maximum of three households. Note that the occupants of the same address form a household.

- A minimum distance of two metres must be maintained between those who do not come from the same household.

Updates regarding the measures implemented by the Government of Quebec regarding gatherings: <https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/gatherings-events-covid19/>

The Assembly of Manitoba Chiefs, the Manitoba Keewatinowi Okimakanak and the First Nations Health and Social Secretariat of Manitoba have developed a document proposing ways to comply with public health guidelines at community events: <https://manitobachiefs.com/wp-content/uploads/PRCT-GUIDE-Applying-Current-Public-Health-Orders-and-Guidance-to-Community-Events-29May2020-FINALasof459pm.pdf>

Keep in mind that the guidelines from Quebec for indoor and outdoor gatherings in public places shall prevail: <https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/gatherings-events-covid19/>

Removal of restrictions on community organizations

In the current context of gradual relaxation of the containment measures established by the Government of Quebec, the decree number 2020-044 of the Minister of Health and Social Services dated June 12, 2020 provides for the lifting of restrictions on the activities carried out in workplaces imposed for all community organizations, all sectors combined. The government thus wishes to recognize the essential contribution of these organizations in order to maintain a social safety net to meet the needs of the population in this exceptional situation (French only).

https://www.cdcal.org/wp-content/uploads/2020/06/20-MS-03823-61-PJ_Mesures-pr%C3%A9ventives-reprise-OC_VF.pdf

Food security

First Nations Health Authority, Planning for food security: A toolkit for the COVID-19 pandemic

<https://www.fnha.ca/WellnessSite/WellnessDocuments/FNHA-Planning-for-Food-Security-A-Toolkit-for-the-COVID-19-Pandemic.pdf>

Stays on the land

If you are planning to go and recharge your batteries on the land soon, here are some recommendations and useful information that will help you reduce the risks associated with COVID-19: <https://covid19.cssspnql.com/wp-content/uploads/2020/04/Stay-on-the-land-covid-19-pdf.pdf>.

The details of reopening from lockdown are changing rapidly, and each community has its own individual measures that are also shifting over time. Currently, all communities allow their members to access traditional territory. Many communities have not adopted mandatory policies for land use and access, but some Band Councils have set out

guidelines. In addition, if there is no road access, those using the land are required to follow the guidelines of air, sea or rail carriers and to take the desires of the communities concerned into account.

Community guidelines are similar to the guidelines from public health services. It is important to note that these guidelines change from week to week. Below are some examples.

- The “one camp, one family” principle is recommended.
- You must comply with hygiene and prevention measures, for example, by washing your hands regularly.
- You must follow social distancing measures (2 metres or 6 feet).
- Subsistence hunting for personal or family consumption or for elders in the community is permitted.
- Use your common sense, and keep your travel within the community to a minimum to reduce the risk of spreading the virus.
- Visiting other camps (other families) is permitted, but you must remain outside the camp and comply with social distancing measures.
- Carpooling is possible as long as each vehicle contains no more than two people who do not belong to the same family unit. The passenger must sit in the rear of the car, on the passenger side.
- Some communities have set up a system of letters of access. Where there are still barriers limiting access to some areas, a letter of access can be requested from the Band Council to facilitate travel to and from those places.

Many rail, air and sea carriers have also implemented measures of their own to keep passengers safe. It is important to confirm current policy with the carrier. Some examples include:

- Passenger transportation by the Tshiuetin train: Representatives of communities served by the Tshiuetin train have decided to resume passenger transportation services. The next trains will run twice a week, on June 18 and 25 and July 2 and 8, and can accommodate up to 60 passengers. In mid-July, the train schedule will be re-evaluated.
- Hovercraft: The Société des traversiers du Québec hovercraft service that connects Pakuashipi and Saint Augustin, on the lower North Shore, is now running.
- Helicopter transport: Services have reopened, but the number of passengers is limited to two or three, depending on the company and type of helicopter.
- Airplane: Air Creebec is gradually resuming its regular flights, in consultation with the communities it serves.

Consult the fact sheet [“Resumption of community, sports and traditional activities”](#)

Consult the fact sheet [“Resumption of ceremonies and cultural activities”](#)

Homelessness

Thunderbird Partnership Foundation, this fact sheet relates to intervention with homeless people in COVID-19 time.

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/EUY2W4WZrohDqnIZypw-2_4BGlt2Z7wcHQ8h2bw6L9Jutg?e=Kbu6rn

Ministère de la Santé et des Services sociaux du Québec, this fact sheet provides advice and preventive measures intended for homelessness resources in Quebec. (In French only)

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/Ec6hgLPGEndDmtmkdDv_m_gBiFPGgRXR5HPUDnagRz12VQ?e=izBA9S

Funerals

Government of Quebec, this site provides access to general information on the grieving process in children, adolescents and adults during pandemic times.

<https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/bereavement-during-the-pandemic-covid-19/>

Corporation of thanatologists of Quebec, this page briefly explains the importance of funerals in the grieving process and suggests alternative ways to organize them during a pandemic (In French only).

<https://www.domainefuneraire.com/posts/view/41>

FNIHB, practical guidelines for funerals or funeral evenings during the COVID-19 pandemic.

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/EScdzxkeUU1FuRmVTbHw3-wBCJVGEolTImZAbj1qMUucTQ?e=dUmyRs

4.7 Economic development

The gradual resumption of economic development in the communities is a determining factor in the management of the current crisis. It is essential for communities to ensure the safety of their employees and all their members, by implementing concrete measures to limit the risks of contamination as activities resume. In this section, you will therefore find some recommendations according to sector.

Certain recommendations are intended for all enterprise managers. We therefore encourage you to refer to the sources of information below.

- First Nations of Quebec and Labrador Economic Development Commission (FNQLEDC): this link provides access to a toolbox which offers various information to entrepreneurs: https://cdepnql.org/en/boite_a_ouils/covid-19-information-for-cedos-and-businesses/
- The Fédération des chambres de commerce du Québec (FCCQ) has produced several studies and guides for entrepreneurs to overcome the crisis. It has presented an analysis of the changes necessary within enterprises to anticipate the new normal after the pandemic: https://www1.fccq.ca/wp-content/uploads/2020/04/Apres_Covid_RB_FCCQ.pdf (French only).
- The Commission des normes, de l'équité, de la santé et de la sécurité au travail (CNESST) proposes a toolkit for all sectors. A generic prevention guide as well as interactive and printable checklists are available for all work environments. A poster outlining preventive measures for the health of workers in the context of COVID-19 is also available: <https://www.cnesst.gouv.qc.ca/salle-de-presse/covid-19-info-en/Pages/toolkit.aspx>

4.7.1 Retail businesses

Many retail businesses in the communities have not ceased operations since they were identified as essential. Whether this is your situation or you plan to resume activities soon, several measures can be implemented to ensure the safety of your customers while ensuring the well-being of your employees.

4.7.2 Fishing industry

Fishing is an essential activity for many communities. At first glance, it may seem difficult to implement concrete measures for workers in this field. Although it is impossible to comply with physical distancing on most boats, the Institut national de santé publique du Québec (INSPQ) has nonetheless made several recommendations to ensure that these activities go smoothly.

The most important measure is to make sure that workers who board the boat do not have symptoms of COVID-19. Thus, the majority of these recommendations concern the management of crews and their contacts when docked.

<https://www.inspq.qc.ca/sites/default/files/covid/2934-peche-covid19.pdf> (French only)

The Newfoundland and Labrador Fish Harvesting Safety Association (NL-FHSA) is a not-for-profit industry-led organization representing a co-operative, inclusive model of the fish harvesting sector helping reduce injuries and save lives at sea. https://ffaw.ca/app/uploads/2020/04/Communicable-Disease-Briefing_COVID-19-Safe-Work-Practices-.pdf

Best Practices for Fish Harvesters to Control the spread:

https://cssspnql.sharepoint.com/:b:/s/M_COVID19/EXD79k0vTv5AqOrlGtfY5F8BoeTbYBInhvS7wWFgyO-rcQ?e=9vAqFx

4.7.3 Manufacturing sector – Processing and production

For the processing of fishery products or any other manufacturing industry, consult the CNESST guide: <https://www.cnesst.gouv.qc.ca/salle-de-presse/covid-19-info-en/Pages/toolkit-manufacturing-sector.aspx> and this summary video presented by the Comité sectoriel de main-d'œuvre de l'environnement: <https://www.youtube.com/watch?v=gUJ9IU9Ikcc&t=2s>.

4.7.4 Tourism industry (accommodation, camping, outfitters, etc.)

Québec Aboriginal Tourism, in partnership with the Alliance de l'industrie touristique du Québec, has posted online a specific toolbox for resuming activities in the sector. The information presented on this page is disseminated to help enterprises prepare for the resumption of activities and it is continuously updated: <https://alliancetouristique.com/covid19-sanitaire/> (French only).

New instructions from the Government of Quebec regarding the reopening of restaurants and indoor gatherings: <https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/>

More specifically concerning the accommodation and camping sectors, the CNESST has presented a guide to health standards in the workplace: <https://www.cnesst.gouv.qc.ca/salle-de-presse/covid-19-info-en/Pages/toolkit-accomodation-camping.aspx>.

Institut national de santé publique du Québec: this page presents interim recommendations for workers in the hotel industry: <https://www.inspq.qc.ca/sites/default/files/covid/2930-hotel-workers-covid19.pdf>.

The CNESST has developed a tool kit for the restaurant sector:

<https://www.cnesst.gouv.qc.ca/salle-de-presse/covid-19-info-en/Pages/toolkit-restaurant.aspx>

4.7.5 Construction and renovation

[Access section 4.1: Buildings – Repair, renovation or construction work](#)

Access the fact sheet "[Resumption of economic development-related activities](#)"

More helpful links

Comité sectoriel de main-d'œuvre en aménagement forestier et Comité sectoriel de main-d'œuvre du bois. *Guide de préparation d'un plan de lutte contre les pandémies (COVID-19)*. Guide intended for the forest industry with a view to resuming activities in accordance with the directives of Public Health and CNESST (French only)

<http://www.csmoaf.com/page/77/t/i/guide-covid19/>

New documents produced by the Comité sectoriel de main-d'œuvre en aménagement forestier have been added on the subject of mental health, employee engagement and retention during times of uncertainty, return to work and legal challenges (French only)

http://csmoaf.com/dynamiques/documents/PDF/COVID19/Fiche-Sant%C3%A9%20mentale_FC_V1.pdf

http://csmoaf.com/dynamiques/documents/PDF/COVID19/Fiche-Engagement_FC_V1.pdf

http://csmoaf.com/dynamiques/documents/PDF/COVID19/Fiche-Le%20droit%20du%20travail%20COVID-19%20La%20relance_FC_V1.pdf




Revenu Québec, flexibility measures for citizens and businesses. These measures aim to make life easier for citizens and businesses affected by the exceptional situation caused by COVID-19.

<https://www.revenuquebec.ca/en/coronavirus-disease-covid-19/relief-measures-for-individuals-and-businesses/>

It is important to remember that all the activities carried out in the context of deconfinement and throughout the current pandemic must absolutely respect the basic hygiene rules.

RESUMPTION OF community, sports and traditional activities

HYGIENE RULES, office layout and disinfection of the premises (summary of the section 3.2.2)

	Recommendations	Additional details
<p style="text-align: center;">BASIC HYGIENE RULES</p> 	<p>Wash your hands frequently. Avoid touching your eyes, nose and mouth with your hands.</p> <p>Cough and sneeze into the crook of your elbow.</p> <p>Maintain a distance of 2 metres from other people.</p> <p>Identify workers with COVID-19 symptoms before they enter the workplace.</p>	<p>Set up disinfection stations (e.g., hand sanitizer)</p> <p>(Questionnaire or self-evaluation of their health status; monitoring symptoms: cough, fever and contact with a person infected with COVID-19)</p>
<p style="text-align: center;">OFFICE LAYOUT</p> 	<p>Organizations able to keep their employees working remotely are encouraged to do so.</p> <p>Rearrange work stations and schedules in order to maintain a 2-metre distance between employees.</p> <p>Wearing a face covering is mandatory in traffic and common areas.</p> <p>Reduce the number of people present in the same room to ensure physical distancing of 2 metres can be respected at all times, to the extent possible.</p> <p>Enforce physical distancing measures during breaks and meals.</p>	<p>If this is not possible, install physical barriers (partitions in Plexiglas, or another solid, transparent material).</p> <p>Adapt work methods.</p> <p>Rotate employees by adapting schedules to decrease the number of employees present at one time.</p> <p>Ensure cups, glasses, plates, utensils or other objects are not shared.</p> <p>Review break times (rotation).</p>
<p style="text-align: center;">CLEANING AND DISINFECTING THE PREMISES</p> 	<p>Clean break areas after each meal and disinfect them once a day.</p> <p>Clean washrooms at least once per shift and disinfect them at least once a day.</p> <p>Clean frequently touched surfaces at least once per shift.</p> <p>Remove inessential objects from the premises (e.g., trinkets, magazines).</p>	<p>Use regular household cleaning products for cleaning.</p> <p>For disinfection, consult the detailed list of products to use: https://www.canada.ca/en/health-canada/services/drugs-health-products/disinfectants/covid-19/list.html</p>

5. Partner roles and responsibilities (Support functions)

5.1 Federal government

The Government of Canada helps First Nations and Inuit communities monitor, prepare for and respond to COVID-19. Indigenous Services Canada (ISC)'s role is to collaborate with all levels of government to ensure that First Nations are protected by public health measures (e.g., by unlocking funds for various initiatives and supporting service delivery). ISC also works to ensure that communities receive the support they need to implement public health measures and manage the impacts of interruptions to essential services. In addition, ISC helps communities manage emergencies such as forest fires and flooding.

More specifically, ISC's responsibilities include:

- Preparedness (e.g., funding planning and intervention, training service providers and taking inventory of medical equipment in communities)
- Human resources in the health care sector (e.g., assigning staff, training nurses to perform COVID-19 screening tests)
- Infrastructure (e.g., ensuring temporary, portable shelters for health services—for evaluations, housing or self-isolation)
- Infection control and prevention (e.g., training and funding for capacity building, requiring health services providers to perform self-screening on a daily basis and before visiting a community)
- Medical transport (e.g., adapting policies to protect at-risk individuals)
- Governance (e.g., ISC's participation in various committees to respond to the COVID-19 needs of communities)
- Communication and monitoring (e.g., adapting the flu monitoring tool to perform community monitoring and developing tables presenting the key indicators in the fight against COVID-19)

** ISC continues to fulfill its normal responsibilities (e.g., fire protection) during the pandemic.*

For more information on ISC's COVID-19 roles and responsibilities, see:

https://www.sac-isc.gc.ca/DAM/DAM-ISC-SAC/DAM-HLTH/STAGING/texte-text/preparedness_response_COVID-19_1584463875030_eng.pdf

<https://www.sac-isc.gc.ca/eng/1309372584767/1535120244606>

In terms of responsibilities, there is a distinction between the activity sectors of ISC, the First Nations and Inuit Health Branch, Quebec Region (FNIHB) and Regional Operations. The FNIHB works with First Nations communities in support of public health emergency preparedness and response activities in the provinces, through:

- Providing resources (including PPE) and training to plan and respond to COVID-19.

- Providing information and guidance to health care providers.
- Clarifying protocols regarding testing, reporting, access to care, and access to findings.

The Regional Operations Branch coordinates emergency funding management and supports the coordination between communities and other governmental instances. Funds from the Emergency Management Assistance Program include:

- Emergency preparedness.
- Emergency response during disasters (e.g., evacuation).
- Remediation of infrastructure and houses after emergencies (e.g., floods).

For more information on the COVID-19 actions implemented by ISC, see: [ISC COVID-19 Response Plan.docx](#)

A number of laws provide information on the federal government's obligations and powers in the current context.

Emergency Management Act

The federal minister's responsibility is to exercise leadership relating to emergency management by coordinating activities among all levels of government. This law sets out the federal government's emergency management responsibilities (e.g., recommending standards and best practices). As for federal departments, including ISC, "[t]he emergency management responsibilities of each minister accountable to Parliament for a government institution are to identify the risks that are within or related to his or her area of responsibility"

Restriction: "A [federal] government institution may not respond to a provincial emergency unless the government of the province requests assistance" – Where provincial emergency means "an emergency occurring in a province if the province or a local authority in the province has the primary responsibility for dealing with the emergency."

Under the Emergency Management Act, ISC works to implement an all-hazards approach (including pandemics) through various funding agreements with the provinces and territories. ISC covers emergency assistance costs so that emergency response is conducted without undue delay.

For more information on the Emergency Management Act, see: <https://laws-lois.justice.gc.ca/eng/acts/E-4.56/page-1.html>

Quarantine Act

This law applies primarily to international travel (border crossings) or to individuals who must undergo a physical examination. The duties of citizens with respect to reportable diseases are set out, as is the role of screening officers (at the border). Citizens are urged to collaborate with screening officers.

If a member of your community uses a vehicle for the purposes of operating a business involving the transportation of people or merchandise, certain provisions of this law may apply (border crossings).

This law also describes the power of the federal government to subject to any condition the importing of any thing into any part of Canada, for any period necessary for the purpose of preventing the spread of a communicable disease.

For more information on the Quarantine Act, see: <https://laws-lois.justice.gc.ca/eng/acts/Q-1.1/page-6.html>

For more details on the actions implemented by ISC in connection with COVID-19, see: https://cssspnql.sharepoint.com/:w:/s/M_COVID19/EZ8WTUNYSUNli-U5muvjjZ0BKbWlc-2EeujBrOpEoLy2PQ?e=eQXm3w

Fact sheet: https://cssspnql.sharepoint.com/:b:/s/M_COVID19/EYBaQeJg-5VPks3DCuHK8Z4B_qNp8gFPfRmoOvFyIDAr9g?e=sz8Qjs

5.2 Quebec government

Upcoming

5.3 Administrative regions of Quebec

Upcoming

5.4 Secretariat of the Assembly of First Nations Quebec-Labrador

Relations with the communities

- Strategic watch and daily updates for the Grand Chiefs and Chiefs.
- Support in drafting funding applications in the context of COVID-19.
- Close consultation and collaboration with the regional commissions and organizations (RCOs) to ensure effective sharing of information that is relevant to the health of our populations.
- Participation in the working group on progressive deconfinement.

Political and governmental relations

- Participation in weekly calls with the Assembly of First Nations (AFN).
- Ongoing consultation with the network of Grand Chiefs and Chiefs.
- Monitoring of priority issues in communities via the network of Grand Chiefs and Chiefs.
- Advocacy and collaboration of the various partners involved in order to foster the sharing of information and the taking of necessary actions.

Housing and infrastructure

- Analysis and monitoring of the issues related to the lack of housing and places of containment in the event of a COVID-19 outbreak by the Tripartite Committee on Housing.
- Strategic watch and participation in conference calls with local, regional and national partners in housing and infrastructure.

For more information: <https://apnql.com/en/>

5.5 First Nations of Quebec and Labrador Health and Social Services Commission

- Is maintaining its service offer and continues to support First Nations communities and organizations.
- Ensures the application and monitoring measures and recommendations in public health and other fields of intervention.
- Develops and adapts equipment and tools for the clientele and the population according to the needs.
- Updates on a daily basis a special website on COVID-19: <https://covid19.cssspnql.com/?lang=en>, which brings together all the latest information, the news, publications and tools that are relevant to First Nations communities, organizations and people in Quebec.

For more information: <https://www.cssspnql.com/en/fnqlhssc>

5.6 First Nations Education Council

- Continues to support the 22 member communities in the management of education programs at the political, operational, technological and educational levels.
- Contributes to the development of online courses including those offered by Kiuna Institution.
- Developed and posted online a virtual toolbox which offers a range of activities for children, adolescents, parents, teachers and their families. The activities are available at <https://cepn-fnec.com/en/> and on the FNEC and Inter-school Games Facebook pages.

For more information: <https://cepn-fnec.com/en/>

5.7 Institut Tshakapesh

- Provides support for the harmonization of communication actions by Innu communities in the context of the COVID-19 pandemic.

For more information: Website not available in English

5.8 First Nations of Quebec and Labrador Economic Development Commission

- Continues providing various services to the Community Economic Development Officers and Indigenous entrepreneurs.
- Has developed an application which enables Indigenous people and businesses to easily identify government aid programs for which they are eligible: https://cdepnql.org/en/boite_a_outils/covid-19-information-for-cedos-and-businesses/.
- Clarifies the eligibility requirements for programs aimed at businesses, and disseminates information in the form of articles on its Website, cdepnql.org so that a maximum number of businesses may access the help they need.

For more information: <https://cdepnql.org/en/>

5.9 First Nations Human Resources Development Commission of Quebec

- Offers essential services by email and telephone in the four ETSCs that are closed to the public.
- Coordinates the work of an HR committee with other RCOs to share best practices, guides, and tools.
- Is part of an AFNQL committee to draft funding applications under the new federal Support Fund.
- Provides a telephone support service on the Canada Emergency Response Benefits for the communities.

For more information: <https://www.cdrhpnq-fnhrdcq.ca/?lang=en>

5.10 First Nations of Quebec and Labrador Sustainable Development Institute

- Maintains its service offer and continues to guide and support First Nations communities and organizations in their endeavours.
- Coordinates the task force that was set up to support First Nations in preparing their emergency funding applications.
- Participates in the efforts of committees working on the sharing of best practices, effective communication of important information, and gradual deconfinement, among other issues.

For more information: <https://fnqlsdi.ca/>

6. Human resources management for band councils and organizations

6.1 Legal aspects

It is important to first determine if your organization is federally or provincially regulated. The following information is provided as a guide **and it recommended that you consult a legal advisor to ensure you are familiar with legislation relevant to your sector**. You may consult the CNESST to obtain information on the sections of the *Act Respecting Occupational Health and Security* (AOHS) that apply to federally regulated enterprises:

<https://www.csst.qc.ca/employeurs/assurance/protections/Pages/entreprise-competence-federale.aspx> (French only)

Ensuring Health and Safety

Employer

The employer has an obligation to protect the health, safety and well-being of its workers. *The Act Respecting Occupational Health and Safety* (AOHS) requires the employer to “take all necessary measures” in that regard (section 51). The employer must, among other things, implement methods for identifying, correcting and controlling risks. With respect to COVID-19, the employer must ensure that prevention measures usually implemented are always adapted. For federally regulated enterprises, the employers’s obligations are similar. According to section 124 of Part II of the *Canada Labour Code* (CLC), “every employer shall ensure the health and safety at work of every person employed”. The employer’s OHS specific obligations are provided under section 125 of the CLC, which can be found here: <https://lois-laws.justice.gc.ca/eng/acts/L-2/page-24.html>. In the case of COVID-19, section 125 (1) I) (CLC) states the employer is obligated to “provide every person granted access to the work place by the employer with prescribed safety materials, equipment, devices and clothing” (<https://lois-laws.justice.gc.ca/eng/acts/L-2/page-24.html>).

Employees

Employees have an obligation to take the necessary measures to protect their health, safety or physical integrity, and to ensure that the health of others in the workplace is not endangered (Article 49 of the OHS). To do so, they must comply with the rules and measures implemented in the context of COVID-19, as well as other rules applied in the workplace. Workers must also be involved in identifying and eliminating risks. If they see risks or has suggestions, they must report them to their supervisor or to an employer representative. For federally regulated enterprises, section 126 (1) states that while at work, every employee shall “use any safety materials, equipment, devices and clothing

that are intended for the employee's protection and furnished to the employee by the employer or that are prescribed" (<https://lois-laws.justice.gc.ca/eng/acts/L-2/page-25.html>)

For more information, consult the following document:

https://cdn-contenu.quebec.ca/cdn-contenu/sante/documents/Problemes_de_sante/covid-19/Plan_deconfinement/Deconfinement_planning_pandemic_covid-19.pdf?1590430413 (page 9)

Emergency amendments – Canada Labour Code

On March 25, 2020, emergency amendments to the Canada Labour Code were adopted to modify access to certain leaves of absence on a temporary basis for employees under federal jurisdiction. For example, employees may be entitled to up to 16 weeks of unpaid, job-protected leave if they are unable to work due to COVID-19. Employees may use this leave if they are:

- being quarantined or asked to self-isolate as a result of COVID-19;
- being required to provide care to a family member as a result of COVID-19;
- otherwise unable to work for reasons related to COVID-19.

To take this leave, employees must:

- provide their employer with written notice, as soon as possible, of the reason for the leave and the length of leave they intend to take, and
- notify their employer in writing, as soon as possible, of any changes to the length of the leave.

While they are on leave, employees may have access to the Canada Emergency Response Benefit (CERP), for which they can now apply. Access to this leave is temporary and is scheduled to end on October 1, 2020, and is not retroactive.

In addition, a second temporary amendment to the *Canada Labour Code* provides for the removal of medical certificates requirements for one of the following leaves:

- Medical leave
- Personal leave
- Leave related to critical illness (note : employees are also not required to provide documentation in support of the reasons for the leave or change in the length of the leave).

On September 30, 2020, medical certificate requirements will be reinstated. For more information on these changes, see the page Labour Program and federally regulated

workplaces – COVID-19: <https://www.canada.ca/en/employment-social-development/corporate/portfolio/labour/notice-covid-19.html#h2.5.2>.

Right of Refusal

Workers have a right to refuse to perform particular work if they have reasonable grounds to believe that performing this work endangers their health, safety or physical well-being, or may result in exposing another person to a similar danger, as stated in Section 12 of the *Act Respecting Occupational Health and Safety* (AOHS).

Workers may not, however, exercise their right under Section 12 of refusing to perform such work immediately threatens the life, health or well-being of another person or if the conditions under which such work is performed are normal to the type of work he performs, as stated in Section 13 of AOHS.

- The refusal must not be based on conditions unrelated to the workplace. For example, a worker's personal condition alone cannot justify a right of refusal;
- The danger must arise from the conditions under which the work is being performed. The following are considered to be work-related conditions: premises, layout of premises, equipment, work methods, etc.;
- The existence of a personal condition does not constitute valid ground for denying the exercise of the right of refusal;
- The manner in which work is performed, combined with a personal condition, may justify refusing to work.

For more information, please consult the CNESST Frequently asked questions on COVID-19: <https://www.cnesst.gouv.qc.ca/salle-de-presse/covid-19-info-en/Pages/covid-19.aspx> or the return-to-work guide prepared by the Ordre des conseillers en ressources humaines agréés : http://www.portailrh.org/covid19/PDF/CRHA_Guide_ReturnWork.pdf (page 48).

Questions and answers pertaining to employers and workers during the COVID-19 pandemic: <https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/answers-questions-coronavirus-covid19/employers-workers-covid-19/>

6.2 Occupational Health and Safety

The employer is responsible for establishing a safe return-to-work plan and for informing employees of the measures implemented to ensure their health and safety in the workplace. The employer must therefore provide employees with training to help them follow the overall plan correctly to prevent the spread of the virus in the workplace.

Daily Inspection

Health self-declaration

Upon returning to work, the employee should stand at the entrance and ask himself the following questions:

- Have I been in contact with anyone who has tested positive for COVID-19 in the past two weeks?
- Have I travelled in the past 14 days?
- Have I had any COVID-19 symptoms at any time during the past two weeks?

ANYONE WHO ANSWERS **YES** TO ANY OF THESE QUESTIONS SHOULD BE ASKED TO RETURN HOME.

Exclusion of workers

Persons exhibiting symptoms are part of the COVID-19 transmission chain in the workplace.

Procedures that take the following factors into account may help prevent the transmission of the disease, such as identification of workers with symptoms of COVID-19 before they enter the workplace, with, for example,

- a questionnaire,
- self-evaluation by the workers;
- isolation in a room of a worker who starts feeling symptoms in the workplace, wearing a procedure mask and reporting to 1 877 644-4545.

https://cdn-contenu.quebec.ca/cdn-contenu/sante/documents/Problemes_de_sante/covid-19/Plan_deconfinement/Deconfinement_planning_pandemic_covid-19.pdf?1590430413 page 6.

Other elements to be validated

Refer to [these checklists](#) for other items to be validated daily before employees arrive at the physical work site.

Postings

Hygiene and distancing signs should be posted in common areas, such as bathrooms, lunchroom and areas where additional prevention is necessary.

Signs in First Nations languages of Quebec: <https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/indigenous-communities/>.

Physical Distancing and Methods to Prevent Transmission Risks

At all times, the company or organization must ensure that employees can maintain a distance of two metres between them. If employees must be within two metres, the company must provide them with personal protective equipment (mask, gloves, goggles, etc.). The company or organization must ensure that sufficient quantities of this equipment are available at all times. The company may also install physical barriers, such as partitions.

- Whenever possible, a minimum of two metres of distancing between people must be maintained at work, from arrival to departure;
- This distance must also be maintained during breaks and lunch hour;
- Remember to use alternative ways to salute your colleagues, such as nodding or smiling.

Where physical distancing measures cannot be applied, it is imperative for all employees and visitors to the organization to use other methods to reduce the risk of spread, such as:

- Use of technological means (telework)
- Installation of physical barriers (transparent full partitions) between different workstations when they are too close or cannot be spaced;
- Organization of work methods;
- Personal protective equipment adapted to the risk;
- Application of basic sanitary rules that include hand-washing, respiratory etiquette and maintaining hygiene rules for handling frequently touched tools, equipments and surfaces (adequate cleaning and functional ventilation system).

CNESST Workplace Sanitary Standards Guide – COVID-19,
<https://www.cnesst.gouv.qc.ca/salle-de-presse/covid-19-info-en/Documents/DC100-2146A-Guide.pdf>

Ventilation systems and environment

Although it has been recommended by recent studies that ventilations systems be used with caution, they also indicate that good indoor air circulation could be beneficial whether the premises are air conditioned or not. The American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) also reports that the complete shutdown of air conditioning systems could cause thermal stress to the occupants, thereby compromising their immune defence against SARS-CoV-2.

It is suggested to keep using air-conditioning and optimize air circulation, either by opening windows or by using the mechanical ventilation system, when available. It is essential, of course, to apply the usual recommended maintenance measures for all components of fresh air supply units (including inspection and replacement of filters, if necessary).

It is recommended to follow new developments on this subject by consulting the INSPQ website: <https://www.inspq.qc.ca/en/publications/2992-indoor-environment-covid19>

Mental Health and Psychosocial Support

It is important to continue to support your employees to keep up their motivation and make sure their mental health is well. This will keep them happy and productive, and less anxious about the constantly changing situation.

[Non-insured health benefits \(NIHB\)](#)

The NIHB program provides eligible First Nations and Inuit clients with coverage for a range of health benefits that are not covered through other:

- social programs
- private insurance plans
- provincial or territorial health insurance

Learn about the coverage available for mental health counselling under the (NIHB) program: <https://www.sac-isc.gc.ca/eng/1576441552462/1576441618847>.

The program provides coverage for an initial assessment, followed by up to 20 counselling sessions. For more information : 1-888-483-1575.

[Employees insured with SSQ - Psychological assistance](#)

SSQ Insurance offers a free phone counselling service exclusively to its insured customers. 24/7 Hotline number: 1 800 480-2240.

For communities and organizations that are insured with other insurers, contact your broker for psychological assistance services.

[FNQLHSSC](#)

Information tools intended for families, employees and the First Nations communities and population.

Institut national de santé publique du Québec

- [Recommandations concernant la réduction des risques psychosociaux du travail en contexte de pandémie](#). Checklist and some examples of factors that could contribute to the emergence of psychosocial risks for workers (French only).
- [Formation: COVID-19 et santé au travail](#). This online training has been designed for workers who will be returning to work. It outlines the prevention measures to be followed to reduce the transmission of the COVID-19 virus in the workplace and in the community (French only).

[Mental Health](#)

The Canadian Mental Health Association has put together some resources and suggestions to help support your mental health at this time of uncertainty.

6.3 Deconfinement Rules Compliant with Gouvernement Decrees or Directives and Basic Health Rules

While the Government of Quebec's Deconfinement Plan keeps evolving, it is recommended to keep up to date with the equally evolving workplace reopening phases:

https://cdn-contenu.quebec.ca/cdn-contenu/sante/documents/Problemes_de_sante/covid-19/Plan_deconfinement/Deconfinement_planning_pandemic_covid-19.pdf?1590430413. In addition, it is essential to ensure that the community where your operations take place allows workers to return to work.

Administrative sector - INSPQ interim document

New INSPQ file dated June 15, 2020 presenting the preventive measures to be applied by employers and workers in the administrative sector in order to protect the health of employees and those who frequent the workplace. These measures apply when sustained community transmission is confirmed by public health authorities (French only).

<https://www.inspq.qc.ca/publications/2937-recommandations-secteur-administratif-covid-19>

Administrative sector - Gradual return to office buildings by the employees of private-sector businesses

Since July 18, 2020, private-sector employers whose employees were working at home can have up **to a maximum of 25% of their staff return to work**. It should be noted that the rate is a maximum, not an objective to be attained.

<https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/reopening-maintaining-economic-activities-covid-19/>

6.4 Temporary Accommodations

Schedule Management

Scheduling Flexibility

The employer could propose shift rotation or staggered arrival times to encourage physical distancing in the workplace.

In the event that an employee is unable to return to work under the same conditions as before the pandemic, an open attitude on the part of the employer is suggested, allowing employees to use days off, use their vacations, allow reduced hours and/or temporarily revise the terms and conditions of employment as long as this is consistent with current labour standards and collective agreements (if applicable). You may consult the the guide entitled "Managing the Return to Work: Information and Recommendations for Employers"

produced by the Ordre des conseillers en ressources humaines agréés:
http://www.portailrh.org/covid19/PDF/CRHA_Guide_ReturnWork.pdf

Government Programs

Work-Sharing

Work-Sharing is an adjustment program designed to help employers and employees avoid layoffs when there is a temporary reduction in the normal level of business activity that is beyond the control of the employer. Updates to the program were put in place during the pandemic period. The measure provides income support to employees eligible for Employment Insurance benefits who work a temporarily reduced work week while their employer recovers.

Work-Sharing is a three-party agreement involving employers, employees and Service Canada. Employees on a Work-Sharing agreement must agree to a reduced schedule of work and to share the available work over a specified period of time. Visit this website for more information: <https://www.canada.ca/en/employment-social-development/services/work-sharing/notice-covid-19.html>.

Emergency Wage Subsidy

You could be eligible for the Canada Emergency Wage Subsidy (CEWS), which would give you access to a subsidy of 75% of employee wages for up to 24 weeks, retroactive from March 15, 2020, to June 6, 2020. For more information: <https://www.canada.ca/en/revenue-agency/campaigns/covid-19-update/support-employers-cra-covid-19.html>.

Other government measures can also help organizations and businesses. You can find all of the federal government's measures on this page: <https://www.canada.ca/en/department-finance/economic-response-plan.html>

Organization of the Workplace

Organizations that are able to keep their employees working from home are encouraged to do so.

However, if employees must return to the workplace, it is important to rearrange workstations and schedules so that they can always maintain a two-metre distance. If this is not possible, install physical barriers (solid and transparent Plexiglas partitions) and adapt work methods. For example, it would be important to encourage the use of personal protective equipment adapted to the risk (e.g. face coverings).

The number of people in a room should be reduced so that the physical distance of two metres is always respected, as much as possible. Also, managers should plan for employee rotation by modifying schedules to reduce the number of employees present.

Government of Quebec website: <https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/gradual-resumption-activities-covid19-related-pause/>

[Access section 3.2.2 Maintenance of basic health guidelines: wearing protective equipment, social distancing, hand washing, etc.](#)

Managing Visitors

Allowing guests such as clients, children and family visits should be prohibited until the restrictions related to the pandemic situation are lifted. If they must absolutely be present, make sure that they follow the basic sanitary rules.

Likewise, if welcoming visitors is unavoidable, procedures must be implemented.

[Access section 4.5.2 Meeting clients in person](#)

The following are general guidelines for services offered directly to clients in the organization's offices or at home. These guidelines can be applied in different sectors of activity (front-line services, income assistance, early childhood, Health Centre, mental health and addictions, Band Council, etc.).

In general, it is recommended to:

- Prefer follow-ups over the phone or via other technologies such as videoconferencing, in order to limit unnecessary contact as much as possible;
- Assess the relevance of each intervention and postpone those that can wait without harm to the client;
- Ensure that new work assignments are assessed according to the prioritization criteria established within your organization;
- Reassure clients about service continuity and the fact that no employee with symptoms of COVID-19 will show up for work;

If, after assessment of the situation, an **in-person meeting** must take place, it is important to respect the guidelines and instructions issued regarding sanitary measures and hygiene of the premises.

For meetings and follow-up **within your organization**, here are some actions to implement to limit contact and promote hygiene:

- Set up an entry-exit point different for customers than for employees;
- Appoint a person to greet clients and ensure that hygiene measures (disinfection or hand-washing, etc.) are followed;
- Select a room reserved for this purpose that will be disinfected after each use (please refer to the following link for protocol on disinfection of the premises);
- Allow clients who need to complete or sign documents to do so at home, before or after their appointment;

- If more than one person is involved in the client's follow-up, only one person should be designated for the face-to-face meeting;
- Allow time between appointments to avoid having too many people on site at the same time;
- If several customers have to travel at short notice, ask them to wait outside your premises whenever possible.

Special Cases

For a variety of reasons, employees could be requested to be displaced within the organization or to stop working.

Pregnant workers

Pregnant or breast-feeding women must work in a safe environment. If there are any risks, the employer may reassign them to other duties as per the Health and Safety Regulations at work. In the context of the pandemic, CNESST has ruled that they may cease to work even before consulting a physician if the risk of infection with COVID-19 is important. Conditions apply.

Caring for family members

If the worker has the option to work from home by arrangement with their employer, you should accommodate them.

An employee may be absent from work and be eligible for the CERB if he or she is required to take care of:

- a child whose daycare or school is closed;
- a person whose care facility is closed;
- an immediate family member living at the same address.

If an employee is the parent of a child who is immunosuppressed or chronically ill, the employee may also take time off work and collect CERB for up to 16 weeks. After that, they may receive employment insurance benefits if they meet the requirements.

If the child does not have any health problems and the school or daycare centre that the child attends reopens, the employee parent has an obligation to be available for work as usual, if required by the employer.

Employees at risk because of their age, their health or special conditions

If an employee wishes to voluntarily isolate himself or herself to avoid being infected with COVID-19, the employer must be informed of the reason for the withdrawal and if a competent authority has ruled on this case or refer them if need be. If the answer of this competent authority is negative, the employee must show up for work. If the

employee refuses to give reasons, it must be explained that the employee is exposing himself or herself to the following risks of disciplinary or administrative measures.

According to the Institut national de la santé publique du Québec, valid reasons are⁴:

1. Having one or more of the following chronic diseases:
 - chronic heart or lung diseases that are “uncontrolled” or “complicated” and therefore serious enough to require regular medical follow-up or hospital care;
 - diabetes that is “uncontrolled” or “complicated” and therefore serious enough to require regular medical follow-up or hospital care;
 - Liver disorders (including cirrhosis) and chronic kidney disease that are “serious” enough to require regular medical follow-up or hospital care;
 - high blood pressure that is “uncontrolled” or “complicated” and therefore serious enough to require regular medical follow-up or hospital care.
2. Substantial obesity (as an indication, BMI \geq 40);
3. A medical condition that results in a decrease in the evacuation of respiratory secretions or aspiration risks (e.g., cognitive impairment, spinal cord injury, seizure disorder, neuromuscular disorders).

For more information, please visit:

- Return-to-Work Guide – Ordre des conseillers en ressources humaines agréés http://www.portailrh.org/covid19/PDF/CRHA_Guide_ReturnWork.pdf
- Covid-19 Occupational Health – Institut national de santé publique <https://www.inspq.qc.ca/en/covid-19/occupational-health>

6.5 Activity Continuity Plan or Business Continuity Plan

To ensure continuity of service to the members of the organization, it is important to put in place guidelines for reassigning your human resources. Business continuity is necessary and required by several government partners. Make sure you have a business continuity plan in place that includes important steps for essential employees.

Downsizing steps

You may be expected to deal with 5 main situations during the deconfinement. Try to identify the human resources that are key human elements of your organization for each step.

1. Full capacity— Pre-COVID-19 Reference Level

⁴ Institut national de santé publique du Québec “COVID-19 (SARS-CoV-2) : Recommandations intérimaires pour la protection des travailleurs avec maladies chroniques”, April 23 2020. <https://www.inspq.qc.ca/publications/2967-protection-travailleurs-maladies-chroniques-covid-19> (French only)

2. Virtual full capacity— Transition period with short-, medium- or long-term teleworking implementation
3. Reduced capacity — Prioritizing activities (to be maintained or suspended) carried out by a reduced staff
4. Minimal capacity — Maintaining essential activities with minimal staff
5. Transfer of activities to band council or the governing organization — Total shutdown of operations

Do not hesitate to use one of these 2 examples of a continuity plan to prepare for all possible eventualities:

- https://www.csmoesac.qc.ca/assets/medias/documents/Plan-de-maintien-organismes-communautaires-en-situation-de-sinistre_200402_043418.docx
(French only)
- <https://www.bdc.ca/en/articles-tools/entrepreneur-toolkit/templates-business-guides/pages/business-continuity-guide-templates-entrepreneurs.aspx>

The Institut de recherche Robert-Sauvé en santé et en sécurité du travail (IRSST) has developed a downloadable action plan that proposes steps that integrate the prevention of the risks of transmission of COVID-19. It can be modified to correspond to the reality of the various companies affected. The action plan offers four steps and three tools to properly plan a resumption of activities (French only).

<https://www.irsst.qc.ca/covid-19/avis-irsst/id/2659/aide-a-la-planification-de-la-reprise-des-activites-dans-les-pme-quebecoises>

6.6 Staff Management

Reassignment of staff

Reassignment maintains a reasonable service rate by ensuring the presence of a worker, regardless of the situation. It may be applicable in specific situations during the deconfinement period:

- Shortage of workers related to absent employees for specific personal circumstances (health, pregnancy or childcare).
- Shortage of workers linked to quarantined workers for risk or exposure to the virus.
- Shortage of workers due to workers contracting the virus.
- Reduced financial resources and necessary layoffs.

Training plan in support of reassignment

If relief employees are needed to provide priority or essential services, there are several options available to you:

- Internal assignment (redistribution of tasks among the remaining team).
- Loans of services from other organizations or departments.
- Retirees, interns.
- External replacement bank.

For each downsizing situation listed above and for each essential person in one of these situations, identify the basic skills that need to be acquired by the reallocated resources to replace these essential individuals and plan ahead how you want to offer this training.

6.7 Organizational change management

Change management comes down to the actions the organization takes to offer support to managers and employees when it makes a change in its practices, structures, etc. Change management is said to be effective when there is a change in the behaviors and attitudes of the employees as well as in the work processes to achieve the operational objectives of the organization. During a transformation period, the manager becomes a pillar for his work team. He becomes the one who guides his team in the direction in which the organization should go.

The steps to change

1. Plan and analyze

This is the step you have already started since the beginning of the covid-19 situation. You know the context and many of its impacts on your team.

2. Plan and structure

This is the stage you are at right now. You are planning to return to work and designing the steps to be put in place to ensure the success of your efforts. Several questions may arise. For example, how do you know if you are following the right procedures? How can we ensure that all new rules are followed by workers?

3. Start and manage

Now it is time to welcome your work teams. Do not forget to make them aware of the importance of these changes and their role in the success of deconfinement. Present at the same moment your expectations and your plan to them and make sure that everyone is fully engaged in the actions to be put in place. Track the evolution of the change.

At this stage, it is relevant to identify "positive leaders" who can facilitate the acceptance of change by employees and also report concerns and questions to the organization.

4. Evaluate and improve

Any change involves self-evaluation and allowing oneself to make mistakes. Do not hesitate to let your employees share their ideas and fears. Introduce new solutions when the ones originally proposed do not work.

Important considerations

- Make sure all your resources are involved and invested
- Plan the transition and communicate
- Exercise your leadership
- Rely on the manager-employee relationship
- Frequently assess employee morale
- Be flexible
- Keep elements of the old "normal" as much as possible
- Get employees opinions and feedback
- Keep your clients and partners in mind!

7. Financial resource management for band councils and organizations

7.1 Federal and provincial government support measures

The preventive measures implemented by the governments of Canada and Quebec to prevent the spread of COVID-19 have an impact on all of us, but especially on businesses. To help you manage these effects, the First Nations of Quebec and Labrador Economic Development Commission (FNQLEDC) team developed an application to inform entrepreneurs and First Nations members about the financial support programs and initiatives provided by the governments of Canada and Quebec and certain private institutions, adapted to their situation.

FNQLEDC Website: https://cdepnql.org/en/boite_a_outils/covid-19-information-for-cedos-and-businesses/

7.2 Community measures

Upcoming

8. Communications management for band councils and organizations

Communication has been an essential aspect of managing the COVID-19 pandemic and will continue to be critical as lockdown measures are eased. Below, you will find practical advice and helpful resources for optimizing the quality and impact of your communications.

8.1 Communications plan

In a rapidly evolving context, it is a good idea to have a strategy for issuing communications. You don't need a detailed plan, so long as it addresses everything you

need to do so that nothing is forgotten. Here are a few questions to ask yourself when crafting your communications plan:

- Who is your audience? What are their needs and questions?
- What information needs to be communicated? What are the important messages you need to get across?
- What is the best communication channel for sharing this information?
- At what points do you need to communicate with your target audience?
- Who is responsible for sending out information? Who do you need to work with?

The four steps to creating the ultimate crisis comms plan:

<https://www.cision.com/us/resources/white-papers/ultimate-crisis-comms-plan/>

Leading through COVID-19: Communicating with your employees:

<https://www.bdo.ca/en-ca/insights/advisory/human-resources/leading-through-covid-19-communicating-with-your-employees/>

8.2 Practical advice

- **Respond quickly**

Keeping quiet while you wait to have all the information in hand is rarely the best plan of attack, as this can create a climate of uncertainty. Providing a reassuring presence without pretending to have all the answers is often a much more effective way to maintain trust and prevent frustration.

- **Adapt your messaging**

Depending on the subject at hand, not everyone may need to know the same information. This is why it is wise to adapt your messaging to each target audience based on what is relevant for them to know. In all cases, keep your messages short, clear and simple.

- **Use appropriate and varied communication channels**

It is rare that you are able to reach all of your target audiences with a single communication channel. This means that, in addition to choosing the most appropriate and effective communication channel for your target audience, you should consider using more than one method to maximize your reach.

- **Don't neglect internal communications**

Internal communications are essential for motivating and engaging an organization's employees. In these uncertain times, it is especially important to reassure them and ramp up the frequency of both internal and external communications so everyone can stay informed about new decisions that affect them.

- **Remain open to others' concerns**

It is very likely that, despite your efforts, your target audiences will still have new concerns. It is very important to remain receptive to comments and questions and respond to them as best you can.

9. Helpful links and resources

Commission des normes, de l'équité, de la santé et de la sécurité au travail (CNESST), website of the COVID-19 Toolkit for returning to work and to various activities:

<https://www.cnesst.gouv.qc.ca/salle-de-presse/covid-19-info-en/Pages/back-to-work.aspx>

Government of Canada, all information regarding the progress of COVID-19, recommendations and support measures:

<https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html>

Indigenous Services Canada (ISC), general information and recommendations regarding COVID-19:

<https://www.sac-isc.gc.ca/eng/1581964230816/1581964277298>

Institut national de santé publique (INSPQ), general information (data) on the progress of COVID-19:

<https://www.inspq.qc.ca/en>

Institut national de santé publique (INSPQ), this website offers varied and relevant resources on ethics and COVID-19 (amongst other things, several links to other websites). This list is updated frequently.

<http://www.ncchpp.ca/864/covid-19-selected-websites.ccnpps>

Institut Thsakapesh has gathered on this site the initiatives and tools of communities, governments and First Nations authorities (French only):

<https://infocovid19.tshakapesh.ca/>

Ministère de la Famille du Québec (MF), information about childcare services in the context of COVID-19:

<https://www.mfa.gouv.qc.ca/en/services-de-garde/coronavirus-fermeture-sdg/Pages/index.aspx>

Ministère de l'Éducation et de l'Enseignement supérieur du Québec (MEES), information about the opening of schools, higher education, leisure and sports:

<http://www.education.gouv.qc.ca/en/coronavirus/>

Ministère de la Santé et des Services sociaux du Québec (MSSS), general information and recommendations on COVID-19. There is a component for the population and a component for professionals:

<https://www.msss.gouv.qc.ca/en/>

Quebec, general site of the Quebec government contained all the information, instructions and recommendations concerning COVID-19 in all fields of activity:

<https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/>

Quebec Government, Pandemic Deconfinement Planning Document

https://cdn-contenu.quebec.ca/cdn-contenu/sante/documents/Problemes_de_sante/covid-19/Plan_deconfinement/Deconfinement_planning_pandemic_covid-19.pdf?1590430413

The Thunderbird Partnership Foundation team has developed fact sheets on various themes in the context of a pandemic:

<https://thunderbirdpf.org/covid-19/>

World Health Organization (WHO), background information and recommendations for COVID-19:

<https://www.who.int/emergencies/diseases/novel-coronavirus-2019>

10. Appendix: fact sheets

Fact Sheet "[Resumption of community, sports and traditional activities](#)"

Fact Sheet "[Resumption of activities in the building sector](#)"

Fact Sheet "[Resumption of activities in treatment centres](#)"

Fact Sheet "[Reorganization of services in facilities for seniors and persons with decreasing independence](#)"

Fact Sheet "[Reorganizing meeting clients in person](#)"

Fact Sheet "[Reorganizing First Nations Child and Family Services and Youth Protection](#)"

Fact Sheet "[Reorganizing community health services](#)"

Fact Sheet "[Resumption of economic development-related activities](#)"

[Quick reference guide for reopening the workplace](#)

[Covid-19: Reopening the Workplace \(video\)](#)