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MESSAGE FROM THE PRESIDENT OF THE BOARD OF DIRECTORS

Wa'tkwanonhwerá:ton,

On behalf of the Board of Directors of the First Nations of Quebec and Labrador Health and Social Services Commission (FNQLHSSC), I am honoured to present the 2018–2019 annual report.

A priority for our team remains ensuring that First Nations governance is thriving and constitutes a focal point from which multiple local and collective approaches can emerge. These various approaches are critical to achieving greater independence because they enable First Nations to assert their identity, culture and languages, as well as their fundamental principles and values. Given the diversity within our communities, and the challenges arising from the context of transformation, the FNQLHSSC must adapt its own approach to meet emerging needs and realities. Inspired by community engagement and a desire for change, First Nations communities and organizations have developed the vision that guides the FNQLHSSC in accomplishing its mission.

Many major decisions and events marked 2018–2019, a year filled with unforeseen developments and important strategic issues. For instance, a national engagement process took place to reform the Income Assistance Program, all of the work was carried out and many consultations were held to set the framework for the legalization of cannabis, and the landmark Bill C 92 was introduced. This Bill directly impacts Indigenous children, families and communities and marks an important milestone in the recognition of the rights and jurisdiction of Indigenous peoples in relation to child and family services. The Board of Directors and the FNQLHSSC team are proud of the efforts that were devoted to supporting and advancing these mandates.

As President, I am gratified to be able to count on the unwavering support of the other Board members. Their hard work and involvement contribute significantly to the sound governance of the organization and to the implementation of its strategic plan, which aims, among other things, for greater independence and equitable access to quality care and services in the area of health and social services. Stepping out of our roles in our own communities in order to participate in regional work helps to unify our communities and see ourselves from a different perspective; it is vital to the ongoing collaboration and partnership among all of us.

Finally, I would like to extend my warmest thanks to the entire FNQLHSSC team for their great work; I am truly proud of each of them. Their commitment to professionalism and their desire to help all of our people are a powerful strength that are characteristic of the very nature of our organization. I am also grateful for our leadership, all our partners and all of the people who work within our communities or organizations which enable our organization to fulfill its mission; we accompany Quebec First Nations in achieving their health, wellness, culture and self determination goals.

Niawen,

Derek Montour

MESSAGE FROM THE EXECUTIVE DIRECTOR

Kwe aweti'

The year 2019 represents 25 years of innovation and collective efforts for First Nations in Quebec. Since it was founded in 1994, the FNQLHSSC has evolved at a rapid pace. Its main objectives are advocacy, improved health status, equitable access to quality care and services and greater governance and decision-making regarding health and social services.

The presentation of a report is an important moment in the year because it showcases our progress and celebrates achievements that stem from numerous collaborations. As the content of this report shows, communities and organizations are still at the heart of what we do, and it is through everyone's involvement that we get results.

Throughout this past year, deliberations on the health and social services governance process continued and led to the creation and implementation of a working group on the decision making process, resulting in greater involvement by First Nations in decisions that concern them. Capacity building continued to figure prominently in our annual planning, as everyone agreed that the new generation has to be trained and ready to seize every opportunity! We therefore updated our service offer to better meet current and future training needs.

From an administrative standpoint, a new corporate brochure was created. The results of our communication audit also helped guide our communication strategies and got us to start thinking about a new website design for the upcoming year.

By establishing strong partnerships, we will be able to make the most out of our actions as part of our mandates. It is always rewarding to see how cooperation supports the values that bring us together, so that concrete projects can be carried out to strengthen our independence and enable communities to grow and take greater control.

In closing, I would like to sincerely thank the members of the Board of Directors and the FNQLHSSC team for their continued commitment and support.

Tiawenhk inenh!

Marjolaine Sioui



PRESENTATION OF THE FNQLHSSC

Founded in 1994 by the Chiefs of the Assembly of First Nations Quebec-Labrador (AFNQL), the First Nations of Quebec and Labrador Health and Social Services Commission (FNQLHSSC) is an organization fostering the defence of First Nations interests in Quebec. It acts as a technical advisor and consultant to fulfill the mandates it is entrusted with.

Vision

First Nations individuals, families and communities are healthy, have equitable access to quality care and services, and are self determining and culturally empowered.

Mission

To accompany Quebec First Nations in achieving their health, wellness, culture and self determination goals.

Organizational values

Organizational values are the foundation and driving forces for employees in any organization. To carry out its mission and meet the needs of its clientele, the FNQLHSSC draws on the expertise and experience of a dynamic, committed team, and it fosters the following values:

Respect

A mutual attitude that consists of recognizing the value of others, the environment and the cultural specificities of First Nations communities and organizations.

Collaboration

The process by which two or more people or organizations commit to achieving common goals according to the vision and mission of the organization.

Advocacy

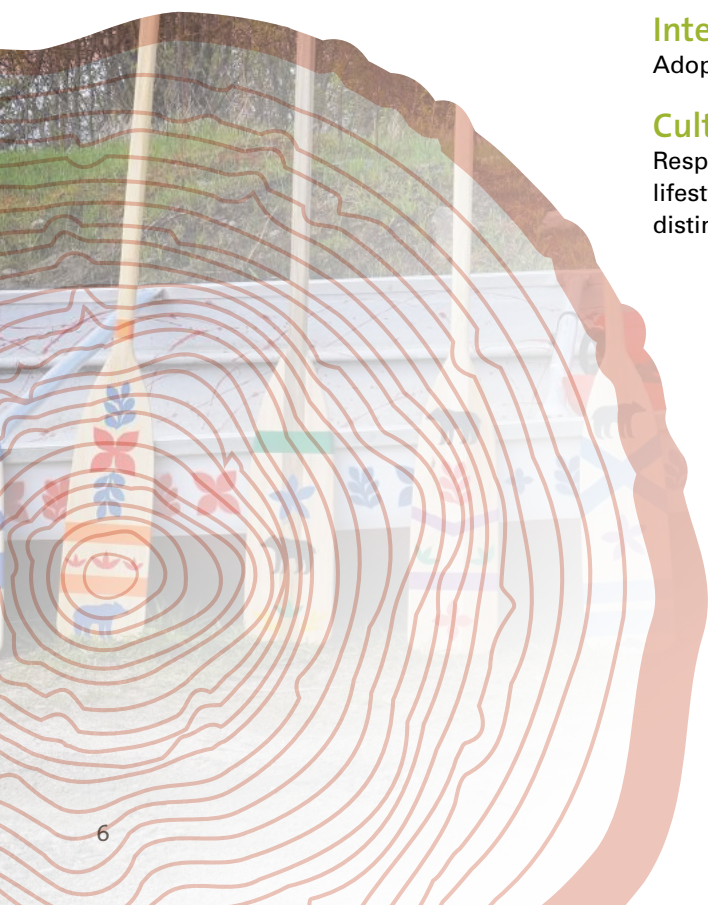
Promoting equity, equality, justice and respect for rights, influencing decisionmakers and denouncing laws or policies that may violate fundamental or ancestral rights or cause social inequality.

Integrity

Adoption of honest, fair and equitable behaviour.

Culture

Respect for cultural, spiritual, intellectual and emotional diversity: lifestyles, rights, value systems, traditions and beliefs. Culture is a distinct way of being, thinking, acting and communicating.





Service offer

The FNQLHSSC provides four kinds of services: support, training, tools and information management. These services are for personnel and other people who work with the First Nations population.

Support

The guidance provided is customized. It aims to promote the acquisition and development of skills and empowerment.

Training

A wide range of training courses are constantly being developed or tailored according to the clientele's needs. The training is provided in communities and organizations, according to demand.

Tools

Culturally adapted tools are developed to help our clientele in their administrative, professional and clinical practice, according to demand and people's needs.

Information management

Information management includes conducting population surveys and using information technology to improve access to health and social services. The services provided feature knowledge transfer and support. The data collected is used to populate social and health indicators and enhance First Nations governance.

The FNQLHSSC's areas of intervention

The organization grows with the mandates it is entrusted with and emerging needs and priorities. The FNQLHSSC team works to support and guide First Nations in achieving greater local and regional autonomy using an integrated, personalized approach.

The organization is arranged into seven sectors: senior management and administrative services, health, social services, early childhood, social development, research and information resources. Each sector of the organization specializes in the following fields:

SENIOR MANAGEMENT AND ADMINISTRATIVE SERVICES

Senior management is responsible for the sound management of the organization and the fulfillment of mandates in strategic focus areas. It supports the members of its Board of Directors and has a connection with the AFNQL and its regional commissions and organizations, communities, First Nations organizations, and its external collaborators and partners. The team tasked with coordinating the health and social services governance process also falls under senior management.

The administrative team follows up with clientele, suppliers and financial partners, while also supporting all employees with respect to finances, consultation, technology, logistics and project management. The administrative team also provides human resources management and communications services.

HEALTH

The health sector is divided into two teams: access to services and healthy habits. These teams offer a wide range of expertise on access to services, physical activity, nutrition and public health.

Both teams provide technical support and help develop strategies to support community initiatives that are adapted to the needs of First Nations and their cultures. The health sector develops culturally adapted prevention, promotion, awareness and information tools, as well as various training courses for clientele to acquire and update their knowledge and share their successes and experience.



SOCIAL SERVICES

The social services sector consists of one team devoted to first-line child and family services and another that focuses on community wellness. The sector works to develop new strategies and specially adapted models and provides expertise and support to community and organization stakeholders. The team offers a number of different training sessions and organizes various meetings to allow interveners to share with each other not only their successes, but also the challenges they face every day in terms of wellness, mental health and addiction, social crises, domestic violence, child and family services and justice. These collaborative opportunities enable clientele to propose solutions to improve their practices and clinical work, as well as gain greater autonomy in the development and delivery of their services.

EARLY CHILDHOOD

The early childhood sector has a team of educational advisors and resources that work with educational childcare services. The sector helps develop strategies for development and learning in children between the ages of 0 and 12. It supports community and organization staff in analyzing, establishing and implementing projects, programs and initiatives at the local, regional and national levels. Specialized training and educational tools are also developed and adapted. Financial decentralization for communities and organizations also occurs as part of the First Nations and Inuit Child Care Initiative (FNICCI).

SOCIAL DEVELOPMENT

The social development team supports communities and organizations in applying the First Nations of Quebec Income Security Framework Policy and assists them with community development while helping them meet their priorities. It also supports staff and interveners in the fields of elder care, continuing care (home-care support and assisted living), social inclusion and professional integration, the fight against poverty and social exclusion, and capacity building.

RESEARCH

The research team conducts population surveys, ensures the surveillance of health status and its determinants among First Nations in Quebec and evaluates projects, programs and initiatives. It also defends the interests of First Nations in the area of ethics as per the established priorities. In addition to facilitating knowledge transfer and providing support, the team collaborates on research projects and plans and executes the mandates entrusted to it, working in close collaboration with all FNQLHSSC sectors and other bodies involved.

INFORMATION RESOURCES

The information resource team carries out projects related to the design, creation, implementation, use, maintenance and modernization of information technologies to improve access for First Nations to health and social services data. These services typically involve offering support and training to the communities and organizations involved and facilitating knowledge transfer. Its mandates are mainly to promote management of and access to information and improve the protection of personal information. The data collected is used to determine the specific health and social indicators for First Nations in Quebec.

The FNQLHSSC's administrative organization

The FNQLHSSC's workforce consists of just over 80 employees with diverse expertise. It favours a multi-sectoral approach and offers personalized support that promotes a concerted approach and complementarity. Senior management is responsible for strategic and organizational development, the achievement of the objectives pursued by the organization and its day-to-day administration. Supported by a team of managers with varied expertise, Senior management supports and coordinates the work of the Board of Directors and ensures linkages between them, the staff of the FNQLHSSC, the AFNQL and its regional commissions and organizations, the communities, the partners and various collaborators. The FNQLHSSC's organizational chart is attached.

Annual planning process

Each year, the FNQLHSSC's team proposes activities based on the priority focus areas and objectives of its strategic plan. Priorities are established by the Board of Directors and consider the needs expressed through committees, meetings and community visits.



Committees coordinated by the FNQLHSSC

The current FNQLHSSC governance structure requires the participation and collaboration of many stakeholders.

Committees coordinated by the FNQLHSSC have been created at the request of First Nation communities and organizations to ensure their involvement and participation in guidance and decision making.

Below is a list of the main committees:

GOVERNANCE

In addition to the governance committees of the Board of Directors, four committees support the advancement of the health and social services governance process:

- Chiefs' Advisory Committee
- Committee of Experts
- Committee of Partners
- Monitoring Committee
- Working Group on the Decision-Making Process

HEALTH AND SOCIAL SERVICES

- Quebec First Nations Communities Health Directors Network, including joint meetings of the health and social services directors
- Non-Insured Health Benefits Regional Advisory Committee
- First Nations Child and Family Services Regional Round Table
- National Native Alcohol and Drug Abuse Program workers

SOCIAL DEVELOPMENT AND EARLY CHILDHOOD

- Income Security Framework Policy Adhering Communities Committee
- First Nations Early Childhood Regional Committee
- Nishkat network (childcare services)

RESEARCH AND INFORMATION RESOURCES

- Advisory Committee on First Nations Infrastructure
- Ad hoc deployment committees
- Advisory committee of the Common Surveillance Plan of Health Status and its Determinants among First Nations of Quebec
- Advisory committees on population surveys
- Ad hoc committees for research projects



BOARD OF DIRECTORS

The FNQLHSSC is governed by a Board of Directors composed of seven members elected by the general assembly.¹ It has all the powers granted to it by the general assembly as well as all the related duties. The Board of Directors is accountable to the AFNQL Chiefs and to the FNQLHSSC general assembly. To ensure the sound governance of the organization, the Board of Directors has administrative processes to ensure that its strategic orientations are at the forefront. Members have a variety of roles and duties that require continuous involvement.

Annual general assembly

On July 12, 2018, the President of the Board of Directors convened an annual general assembly, in compliance with the FNQLHSSC Charter and General By-laws, followed by an orientation session for new Board members in the afternoon. Following the election, the 2018–2019 Board of Directors comprised the following members:



President:	Derek Montour, Kahnawake
Vice-President of Health:	David McLaren, Kebaowek First Nation
Vice-President of Social Services:	Amanda Larocque, Gesgapegiag
Secretary-Treasurer:	Betty Carré, Essipit
Other Board members:	Donna V. Metallic, Listuguj
	Robin Decontie, Kitigan Zibi
	Karine Régis, Uashat mak Mani Utenam

Activities carried out

The Board of Directors held five regular meetings in Montréal, Uashat, Québec City, Kitigan Zibi and Listuguj, as well as a strategic planning session in Québec City in January 2019.

In addition to their current activities and responsibilities, the members of the Board of Directors and delegated staff participated in many activities of a political or relational nature. They attended meetings about health and social services governance process and meetings coordinated by the AFNQL and its regional commissions and organizations. They also drafted and submitted a joint brief to the National Assembly on Bill 2, *An Act to tighten the regulation of cannabis*.

At the national level, Board members were involved in committees coordinated by the Assembly of First Nations (AFN). This included a presentation on health priorities for First Nations in Quebec during the meeting with the Chiefs Committee on Health and health technicians in February 2019, work by the legislative working group on Bill C 92, *An Act respecting First Nations, Inuit and Métis children, youth and families*, and work by the working group on the Income Assistance Program reform.

¹ See the FNQLHSSC Charter and General By-laws

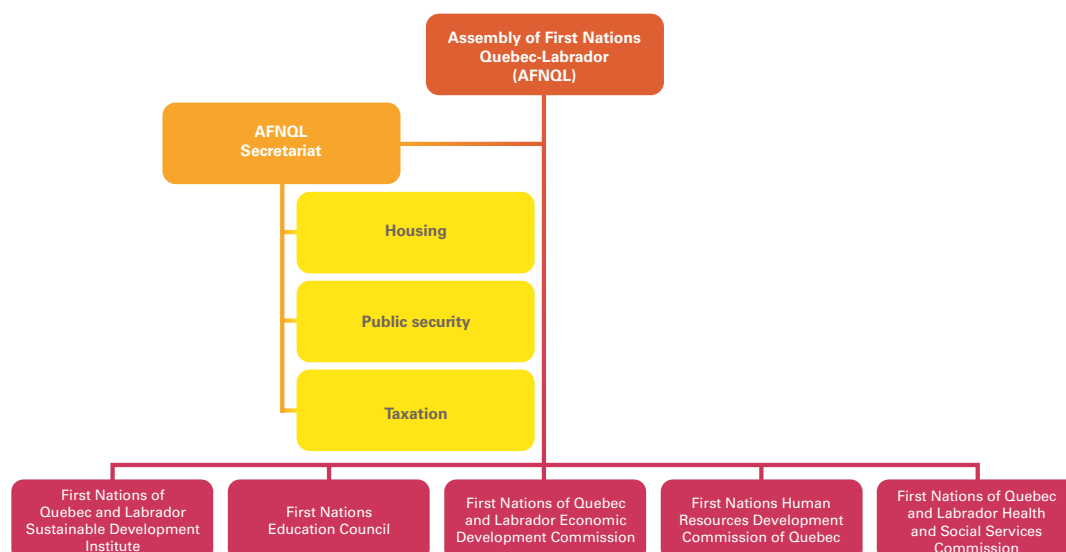
THE FNQLHSSC ENVIRONMENT

The FNQLHSSC works closely with the AFNQL and its regional commissions and organizations. It establishes collaborative relationships with governments and partnerships with community organizations, universities, hospitals, associations, professional orders and other First Nations organizations at the regional and national levels.

For information monitoring, the FNQLHSSC is in constant contact with First Nations political authorities and representatives of both levels of government. As part of its mandates, the FNQLHSSC is sometimes called upon to address the media and it takes advantage of these opportunities to raise the audience's awareness of the realities experienced by First Nations in Quebec. The FNQLHSSC's primary objective is to help improve the health status of First Nations.

A lot of the progress and results are attributable to the excellent collaborative work being carried out with communities and organizations, as well as the support and financial assistance of various collaborators and partners.

The AFNQL and its regional commissions and organizations.



Clientele

The FNQLHSSC provides support to people working in the fields of health, social services, early childhood and social development for First Nations communities and organizations in Quebec according to the assignments entrusted to it.

Partnerships

To help conduct our activities, we partner with many different organizations, such as foundations, universities, professional associations, research chairs, hospitals and advocacy groups.

Our funding comes from several sources, including federal and provincial departments that administer or financially support programs for First Nations, such as:

- Indigenous Services Canada – First Nations and Inuit Health Branch (FNIHB) and Regional Operations
- Ministère de la Santé et des Services sociaux
- Employment and Social Development Canada
- Ministère du Travail, de l'Emploi et de la Solidarité sociale
- Ministère de la Famille
- Ministère de la Justice
- The non-profit organization Avenir d'enfants
- First Nations Information Governance Centre

These funds are used to develop tools and training, and to create spaces where those who work in and lead First Nations communities and organizations can come together to take more control of the delivery of services.

2018-2019 ACCOMPLISHMENTS

This section sets out the projects and activities for the 2018–2019 financial year based on the five priority focus areas of the FNQLHSSC 2017-2020 Strategic Plan.

Focus area 1: Access to quality care and services

1.1 PARTNERSHIPS

Ongoing partnership with Institut national de santé publique du Québec

Since 2008, Institut national de santé publique du Québec has partnered with the FNQLHSSC to share its expertise, know-how, and knowledge with First Nations and support numerous FNQLHSSC projects and activities in public health, research, early childhood, and social services.

Pharmacy project: market study for the creation of a “First Nation” banner

Together with the First Nations of Quebec and Labrador Economic Development Commission (FNQLEDC), the FNQLHSSC conducted a feasibility report for its pharmacy project. The goal of the project is to develop a banner that would allow First Nations patients to receive pharmaceutical services by mail.

Social pediatrics

We continue to work with Fondation du Dr Julien on community projects funded by Avenir d'enfants. Fondation du Dr Julien has supported the communities of Uashat mak Mani-Utenam and Manawan. The Foundation's Mihawoso social pediatrics centre in Manawan is the first of its kind in a First Nations community.

The Marie-Vincent Foundation Lantern program

The FNQLHSSC has been working with the Marie-Vincent Foundation since 2017 on the Lantern program, a sexual violence prevention program for preschool children and the adults in their lives. In addition to participating in the Foundation's twice-yearly meetings, the FNQLHSSC sits on the coordinating committee for the Lantern program pilot project in the communities of Wemotaci, Manawan, and Nutashkuan.

Canadian Partnership Against Cancer

Thanks to an agreement with the Canadian Partnership Against Cancer as part of the renewal of the Canadian Strategy for Cancer Control, FNQLHSSC has joined forces with the Health Directors Network to develop cancer prevention training. The FNQLHSSC is also applying for funding for projects that will strengthen the capabilities of communities to fight cancer.

Heart and Stroke Foundation of Canada

The Heart and Stroke Foundation of Canada is committed to helping reduce the gap between the health indicators of Aboriginal and non-Aboriginal people. Because health reconciliation is at the core of our strategy, which is in line with First Nations' objectives for improving their health status, the FNQLHSSC and the Foundation have joined forces to strengthen the capabilities of communities. The activities carried out under the partnership will include awareness and training.

External collaboration with research projects

In the last year, a number of collaborations have continued or been launched:

RESEARCH PROJECTS	
Kahnawake Schools Diabetes Prevention Project (KSDPP)	Queen's University and McGill University
Population study with a view to understanding the characteristics of Indigenous stem cells, making it easier to find compatible donors	Héma-Québec
Retrospective study: Wait times and clinical challenges in the continuum of care for Aboriginal patients suffering from poisoning	Quebec Poison Control Centre
Canadian Institutes of Health Research – Housing and Indigenous People's Health: A Knowledge Synthesis of Research and Housing Initiatives in Support of Practice, Policy and Advocacy	McGill University
UNESCO Chair – First Peoples' Cultural Transmission through Increased Well-Being and Empowerment	Université du Québec à Chicoutimi
Housing Conditions and Association with Social Outcomes in First Nations Communities of Quebec	McGill University Trottier Institute for Science and Public Policy
Nasivvik Research Chair in Ecosystem Approaches to Northern Health	Université Laval
Social Participation of Indigenous Elders and Intergenerational Solidarity: A Summary of What We Know About Improved Well-being in Communities	Université de Sherbrooke
MIKWATISIW Research Laboratory on Indigenous Women's Issues	Université du Québec en Abitibi-Témiscamingue
Monitoring of environmental pollutants and health determinants in children and young adults (3–19 years old) from First Nations communities in Quebec: A Pilot Study	Université Laval
Birth cohort data linkage study on causes and risk factors of infant hospitalizations in Aboriginal populations in Quebec	CHU Sainte-Justine

1.2 ASSISTANCE, TECHNICAL SUPPORT AND ADVICE

Jordan's Principle

The FNQLHSSC continues to help enforce Jordan's Principle.

- **Continuation of the information campaign**
An information campaign on Jordan's Principle and the resulting provisions was launched for stakeholders in communities and the general First Nations population. The FNQLHSSC has updated the Jordan's principle section of its website and sent information to communities and organizations. We have also broadcast our message through the *Rising Sun* and its Facebook page.
- **Consultation on innovative practices to foster the continuum of care**
In June 2018 the FNQLHSSC held a regional consultation on access to services. The main topic was innovative practices that foster the continuum of care and services for First Nations in Quebec. About one hundred representatives from First Nations and the federal and provincial governments were present.

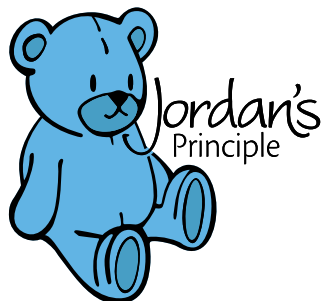
Participants discussed best practices by communities and organizations for enforcing Jordan's Principle and then presented their recommendations for a better continuum of care for First Nations children in Quebec. The federal government and First Nations took the results of the meeting into account as they considered how to enforce Jordan's Principle beyond March 31, 2019.

- **Meetings, round tables, and regional and national committees**
The FNQLHSSC represents Quebec on two Jordan's Principle working committees:
 - **Jordan's Principle Regional Coordinating Committee**
This committee is tasked with identifying issues associated with the delivery of services to First Nations children and coming up with solutions, so no child is left behind or abandoned by the system.
 - **National Action Round Table on Jordan's Principle**
The round table's objective is to set out the guidelines for the continued enforcement of Jordan's Principle after March 31, 2019.

Joint review of the Non-Insured Health Benefits program

The FNQLHSSC has been actively involved in the joint review of the Non-Insured Health Benefits (NIHB) program. The review, conducted in a partnership between the AFN and the FNIHB, is part of a desire to improve the NIHB program, expand access to health services, address gaps, and better meet clientele needs.

In the last year the FNQLHSSC has participated in four national meetings on the joint review process. Implementation of the action plan will continue in the coming year.



Elder wellness

The FNQLHSSC provides First Nations communities and organizations with support, tools, and awareness initiatives on preventing abuse and promoting the elder wellness. By offering training activities, distributing information, and carrying out promotional initiatives, the FNQLHSSC helps educate First Nations on these issues.

In the 2018–2019 financial year a number of initiatives included in the 2017-2022 Governmental Action Plan to Counter Elder Abuse were carried out. Among them was the development of a tool to promote public awareness of the wellness of First Nations elders in Quebec and the “Identify, intervene with and support a victim of abuse in a First Nations context” training program, which was specially designed to teach communities how to respond in the field.

Regional meeting on restorative justice

Restorative justice is a community approach to crime prevention based on the culture and traditional practices of First Nations and Inuit. The victim, offender, and community are all involved in the healing process, in the interests of all.

In December 2018 some thirty people, representing First Nations, Ministère de la Justice, and the Department of Justice Canada, Quebec’s Director of Criminal and Penal Prosecutions, and Native Para-Judicial Services of Quebec, came together at a restorative justice meeting. The goal was to promote networking and knowledge sharing among communities and organizations, to learn more about what communities need, and to identify potential long-term solutions with a view to improving the continuum of services.

Legalization of cannabis

In relation to the legalization of cannabis, the FNQLHSSC partnered with the AFNQL to organize a number of regional meetings and develop various tools to help communities prepare for the change.

- **“The legalization of cannabis: a topic that concerns us all...” regional meeting**

In May 2018, the FNQLHSSC organized a regional meeting entitled “Cannabis: a subject that concerns us all.” First nations communities and organizations came together to discuss the effects of cannabis, the cannabis market, and the reduction of harmful consequences stemming from its use. After the meeting, a report setting out the main findings and preliminary recommendations of First Nations in Quebec was submitted to the provincial government.

- **Regional working group on the legalization of cannabis**

The FNQLHSSC coordinates the efforts of the regional working group on the legalization of cannabis, made up of stakeholders from the healthcare, social services, education, public safety, addiction prevention, economic development, and research sectors and from First Nations treatment centres. The group, which is tasked with supporting First Nations communities and organizations and developing strategies centred on prevention and reducing the harmful consequences of cannabis use, met in July 2018.

- **Awareness and information**

In terms of tools, the FNQLHSSC has created a directory of information resources for stakeholders in healthcare, social services, and education as well as parents, young people, elected officials, and human resources managers. The FNQLHSSC has also distributed to First Nations communities a flyer with information on the main provisions in force now that cannabis has been legalized.



Traditional medicine

In March 2019, the FNQLHSSC held a meeting to discuss the practice of traditional medicine. Representatives from 12 First Nations communities and treatment centres took part, with the goal of fostering dialogue, identifying the challenges of practising traditional medicine in communities, and creating a list of best practices to ensure its long-term survival. The FNQLHSSC hopes that the report produced after the meeting will provide additional input for discussion on these issues.

Right of access to health services and administrative remedies for users

At the request of its board of directors, the FNQLHSSC drew up a support strategy for administrative remedies that protect users' rights. Meetings were held with various bodies and organizations that protect people's rights and interests in preparation for a regional meeting in fall 2019. Resources will also be made available to explain the mandate of these entities and the services they offer and to provide practitioners with tools they can use to guide and support clients who seek remedies in relation to accessing health and social services and the quality of such services.

1.3 ACCREDITATION AND QUALITY OF SERVICES

Support for adult care institutions and senior housing facilities

We have continued to support adult care institutions and senior housing facilities, and the annual regional meeting for institutions and housing facilities was postponed to coincide with the meeting that will address assisted living.

Support for childcare centres

The FNQLHSSC supports 18 childcare centres in First Nations communities in Quebec with the issuance and management of licences, the complaints process, and compliance.

The following is a summary of our work with childcare centres in financial year 2018–2019:

- More than 3,000 instances of remote support
- 25 visits to communities
- 11 licences renewed, 7 compliance visits, and 5 complaints received and processed
- Procedure for handling complaints put in place with new methods that streamline the process for filing a complaint. The FNQLHSSC produced and distributed a flyer and created a page on its website
- Training on the roles and responsibilities of boards of directors offered to childcare centre board members with a view to better governance
- Getting urban childcare centres that reserve places for Aboriginal children on board
- Serving as advisor to the Minister of Families on issues that involve the ministry's administrative regulations
- Training on the new legislative environment since the legalization of cannabis, offered to CPE directors during a meeting of the Nishkat network.

1.4 FOLLOW-UP IN THE EVENT OF JURISDICTIONAL CONFLICTS

Action plan for the delivery of care in urban areas

The FNQLHSSC continues to implement the action plan on the situation of members of First Nations who have to relocate to a city to receive health care. Discussions to find long-term solutions that would give communities greater access to local services are ongoing. An update to the action plan was presented to AFNQL chiefs on March 30, 2019.

Focus area 2: Governance in the recognition of rights and interests of First Nations

2.1 QUEBEC FIRST NATIONS FIRST NATIONS HEALTH AND SOCIAL SERVICES GOVERNANCE PROCESS

Continuation of work to realize the model

Phase III of the health and social services governance process is a turning point because it is the stage when the governance model is implemented. FNQLHSSC's work over the last year has helped define the structure, responsibilities, and operation of each component of the model that will be presented to AFNQL chiefs in March 2020. There is ongoing support for this process from the Committee of Partners and the Chiefs' Advisory Committee.

Among other accomplishments, a regional meeting made it possible to continue joint discussions on the roles, responsibilities, and relationships of the model's components and to validate certain guidelines for the mandate and contribution of the regional body to be set up.

Partnerships and information sharing

We have continued our partnerships with First Nations communities and organizations as well as with partners in the governance process. In addition to sharing information with AFNQL chiefs and community visits, the FNQLHSSC has participated in various mobilization efforts for First Nations governance, health, and well-being, such as reform of the Income Assistance Program and the implementation of the reformed Child and Family Services Program. The FNQLHSSC has also participated in plenty of other events, including:

- Meetings of the Subcommittee of the Committee of Partners on the Calls to Action by the Truth and Reconciliation Commission of Canada
- Meetings of the Information Management Committee for drawing up a Quebec First Nations information governance framework
- Meeting with the Coalition of English-Speaking Communities
- The AFNQL regional meeting on housing
- Forum on Transforming the AFN

Communication, mobilization and change management

In addition to its responsibilities as chief informant to stakeholders, the FNQLHSSC spares no effort to encourage the active participation and engagement of First Nations communities and organizations in the governance process. To this end, the FNQLHSSC has developed a mobilization strategy centred on local and collective action. The governance process web page has been revamped and enhanced with a toolkit to support local communication initiatives and drive action in a context of change. The FNQLHSSC has also posted online information documents and promotional tools to raise awareness of the process and continue the conversation on the implementation of the new governance model. In July 2018, prior to its Annual General Meeting, the FNQLHSSC held a working session entitled Culture and Change Management.

Inventory of health and social services human resources

The FNQLHSSC conducted a survey of health and social services human resources and used the data collected to provide an overview of the situation. The overview will serve as a guideline for local and regional efforts and priorities according to needs in terms of health and well-being. Data was collected between April and October 2018 among 29 First Nations communities and one First Nations organization. A report will be distributed to communities and organizations in the 2019–2020 financial year.



- **Decision-making process: reciprocal and joint planning cycle**

At the request of the Health Directors Network, a working group was created to support the “Decision-making Process: Reciprocal and Joint Planning Cycle” initiative between First Nations and Indigenous Services Canada. To ensure that First Nations take an active part in making decisions that concern them, a working group of representatives from six nations was tasked, among other things, with drafting a guide that will govern and formalize the decision-making process. The guide was presented to health and social services directors for validation prior to approval by the AFNQL chiefs in 2019. The working group has met eight times since its creation. The work done on the decision-making process takes into account the new financial relationship between First Nations and Indigenous Services Canada and the administrative transformation of the former federal department known as Indian and Northern Affairs Canada.

- **Assessment of the governance process: phase II status report**

To prepare for the third phase in the process, the FNQLHSSC assessed all actions and accomplishments since 2014. To carry out this assessment, groups of stakeholders were surveyed electronically on their opinion of the process since the beginning and their expectations for the third phase. A first survey was conducted with executive directors, health and social services directors, and treatment centre directors, and a second with FNQLHSSC employees. Individual interviews were also held. Data was collected in April and May 2018, and a total of 80 people took part.

2.2 DEVELOPMENT OF LOCAL GOVERNANCE IN HEALTH AND SOCIAL SERVICES

Support to the Assembly of First Nations Quebec-Labrador

The FNQLHSSC participated in the assemblies and special meetings of the AFNQL chiefs in order to report on its progress with the mandates entrusted to it by resolutions and motions. The AFN, AFNQL administrators, and directors of regional commissions and organizations also met several times to discuss a variety of topics.

- Over the last year, the FNQLHSSC has spared no effort to coordinate mobilization meetings and to analyze and react to federal and provincial bills and policies. The FNQLHSSC has been particularly attentive to the future of the Regional Operations Sector following the creation of Aboriginal Services Canada and the many consultations and reforms of the First Nations and Inuit Health Branch. The following is a list of health and social services initiatives coordinated by the FNQLHSSC:
 - Implementation of the recommendations in the regional report² resulting from the reform of the First Nations Child and Family Services (FNCFS) Program³
 - Implementation of the First Nations Early Learning and Child Care Framework⁴ and the Regional Report on Early Learning and Child Care for First Nations in Quebec⁵
 - Participation in a dialogue and mobilization meeting organized by Indigenous Services Canada in June 2018 with nearly seventy representatives from communities, tribal councils, and regional organizations. At the meeting Indigenous Services Canada wanted to hear from participants on the transformation of its services strategy. Discussions focused mainly on service delivery, administrative reorganization, transition, and the transfer of responsibilities
 - Coordination of mobilization for the Income Assistance Program reform project⁶
 - Submission of a joint AFNQL-FNQLHSSC-FNQLHSSC brief on Bill C-92: *An Act respecting First Nations, Inuit and Métis children, youth and families.*

² <https://files.cssspnql.com/index.php/s/QhxLg6W5JU3ahGL>

³ <https://www.sac-isc.gc.ca/eng/1100100035204/1533307858805>

⁴ <https://www.canada.ca/en/employment-social-development/programs/indigenous-early-learning/2018-framework.html>

⁵ <https://files.cssspnql.com/index.php/s/zGvte045U7SP1P7>

⁶ <https://www.sac-isc.gc.ca/eng/1100100035256/1533307528663>

In addition to this list, the FNQLHSSC has participated in the work of the Government of Quebec that directly affects health and social services, namely:

- Bill 2: *An Act to tighten the regulation of cannabis*
- The launch in March 2019 of a public consultation on bringing family law up to date⁷ in light of new family realities. The AFNQL is coordinating the matter and the FNQLHSSC is taking part in order to promote both the letter and the spirit of the *Family Homes on Reserves and Matrimonial Interests or Rights Act*⁸
- Participation in the Public Inquiry Commission on Relations between Indigenous Peoples and Certain Public Services in Québec (the Viens Commission)
- Participation in the monitoring committee of the Government Action Plan for the Social and Cultural Development of the First Nations and Inuit, coordinated by the Secrétariat aux affaires autochtones

The FNQLHSSC presented a number of analytical and information documents at meetings of the AFNQL chiefs, executive directors, health and social services directors, and others. Over the last year, the AFNQL chiefs adopted two resolutions associated with FNQLHSSC mandates:

- **Resolution 06/2018**
Continuation of the mandate in sport and recreation – The Chiefs-in-Assembly entrust the FNQLHSSC with a mandate in sport and recreation on an ongoing basis in order to pursue activities related to the promotion and development of sport, recreation, and healthy lifestyles, while supporting the cultural aspect of these activities, in collaboration with the Youth Network, First Nations communities and organizations.
- **Resolution 08/2018**
Wellness of seniors and people with decreasing independence of the First Nations in Quebec – The AFNQL urges the federal and provincial governments to work with First Nations to implement concrete actions related to the framework policy that is currently being developed to improve the current service offer and address continuing care issues for seniors and people with decreasing independence, such as jurisdictional conflicts, communication between parties, integration of culturally appropriate services, access to quality care and services, skills development and capacity building and the clarification of the roles and accountability of all parties.

Collection of data on compliance and income assistance

In recent years the federal government has undertaken compliance exercises in First Nations communities across Canada and developed a new data collection instrument (DCI) for accountability. First Nations in Quebec have raised some concerns about Indigenous Services Canada's approach to accountability. For better community solidarity, the FNQLHSSC helped communities take part in a regional discussion on the topic. The FNQLHSSC surveyed communities on the new DCI, created a working group, and organized a number of videoconferences for them. A pilot project among ten or so communities led to a proposal for a new accountability process.

Reform of the First Nations Child and Family Services Program

Following the extensive national consultation process conducted in the 2017–2018 financial year by Indigenous Services Canada, First Nations worked on numerous projects across the country. To date, the reform of the First Nations Child and Family Services Program (FNCFS) has resulted, among other things, in a change to the way it is funded. The FNQLHSSC is closely monitoring the reform and continues to support communities and organizations, for example, by helping them develop their frontline services action plan over four years based on the new approval process. The FNQLHSSC has also developed an information session entitled "Renewal of the action plan and community development approach," which explains the approach under the new program terms and conditions. Moreover, health and social services directors actively participated in the revision of the Regional Prevention Framework, which will be available in spring 2019.

⁷ <https://www.justice.gouv.qc.ca/en/departement/press-releases/launch-of-the-public-consultation-on-family-law-reform>

⁸ <https://www.coemrp.ca/>



Quebec's strategy for opioid overdose prevention

Challenges stemming from drug and alcohol abuse remain a priority issue for many First Nations communities. To prevent an increase in overdoses and reduce the negative effects of opioid consumption, the FNQLHSSC has initiated a discussion process in collaboration with First Nations communities and organizations in Quebec. As part of the Government of Quebec's 2018-2020 national opioid overdose prevention and response strategy, this process is consistent with First Nations' desire to adopt intervention and prevention approaches and measures that are adapted to their realities and culture.

In the 2018–2019 financial year, the FNQLHSSC also initiated discussion on the opioid issue with the directors of treatment centres, the working group on addictions, and the regional committee on the legalization of cannabis. The exercise provided an update on the status of opioid use among First Nations and identified stakeholders' needs for resources and services. The results of these discussions will guide further efforts on the topic.



Reform of the On-reserve Income Assistance Program

In October 2018 the Government of Canada launched a mobilization process in each province and territory in relation to its On-Reserve Income Assistance Program reform project. Thanks to information gathered through national, regional, and local mobilization activities, the mobilization process opened up courses of action and led to concrete recommendations that reflect the needs and wants of First Nations and their view of what needs to be done or changed to improve the current situation in terms of income assistance but also in terms of the employability and well-being of recipients.

Tasked with coordinating the consultation process in Quebec, the FNQLHSSC implemented a regional consultation strategy that brought First Nations communities and organizations together. After community leaders and stakeholders approved the recommendations, the FNQLHSSC submitted its report to Indigenous Services Canada on May 31.

Toolbox of Research Principles in an Aboriginal Context

In November 2018, the FNQLHSSC, in collaboration with Université du Québec en Abitibi-Témiscamingue, Université du Québec en Outaouais, and the DIALOG Network, launched the second version of the Toolbox of Research Principles in an Aboriginal Context. With the goal of promoting research practices and collaboration among partners, the toolbox supports decision-makers in First Nations and Inuit communities as well as researchers and students who wish to deepen their understanding of research in an Aboriginal context.

Framework Policy on Continuing Care

The Framework Policy on Continuing Care is still being developed. The goal is to improve the continuum of services through the implementation of an integrated approach and mechanisms for optimal and equitable coordination of services, consistent with the traditional approaches and culture of First Nations in Quebec. The FNQLHSSC is continuing the development process and meeting with partners, the committee of experts, and communities to determine potential courses of action based on Resolution No. 08-2018 adopted by the AFNQL Chiefs in the last year.

Customary adoption and tutorship

Following the adoption of the *Act to amend the Civil Code and other legislative provisions as regards adoption and the disclosure of information*, the FNQLHSSC continues to help communities set up entities that have authority in customary adoption and tutorship. The FNQLHSSC has also organized information sessions and produced a reference guide on implementing the customary adoption and tutorship guidelines. This guide clarifies the role of the competent authority, sets out the specific considerations for children monitored by the Director of Youth Protection and children outside the province, and talks about available funds. It also includes forms and sample documents.

2.3 HEALTH AND SOCIAL SERVICES PLANNING

Surveillance of health status and its determinants among First Nations in Quebec

The aim of the Common Surveillance Plan of Health Status and its Determinants among First Nations in Quebec is to support First Nations communities and organizations in Quebec in their planning, assessment, and intervention activities. Using data from population surveys and Indigenous Services Canada's Indian Register, the FNQLHSSC develops indicators to monitor and record changes in health status and its determinants. Over the last year, the FNQLHSSC has updated 17 of these indicators.

- **Submission of the *Information on First Nations Health* brief**

There are several uncertainties in the monitoring of health status and its determinants among First Nations in Quebec. For example, only limited data is available, and it is difficult to access the province's registries and databases. In October 2018, the FNQLHSSC submitted a brief entitled *Information on First Nations Health* to the Public Inquiry Commission on Relations between Indigenous Peoples and Certain Public Services in Québec. The brief reiterated the importance of properly documenting the health status of First Nations and the need to facilitate their access to sociohealth data.

- **Creation of the PRISM portal**

In March the FNQLHSSC replaced the former Surveillance Portal for Quebec First Nations Health Status and Its Determinants with its successor, the PRISM portal. PRISM offers a completely redesigned interface and gives users the opportunity to view some 70 health indicators and their determinants. It also includes new features such as the presentation of indicators by theme, individual password management, printing and downloading of forms, and the ability to view several indicators simultaneously.



Research priorities for Quebec First Nations

In April 2018 the FNQLHSSC conducted a survey of First Nations with a view to helping communities and organizations plan their actions and to better define their frame of reference. The results painted a regional portrait that was provided to First Nations communities and organizations in Quebec in the form of a report. The report will provide the scientific community with valuable information about research priorities for First Nations in Quebec.

First Nations Public Health Action Plan

The FNQLHSSC continues to work on the regional action plan aimed at supporting the provision of First Nations public health services in Quebec and at providing input for the community health plans and the action plans for frontline preventive services. Health and social services directors have already received a first draft.

Health and social services directors joint regional meeting

The Health Directors Network has decided to expand by opening up membership to social services directors. This decision is in line with the Quebec First Nations health and social services governance process, one of the objectives of which is to develop integrated health and social services planning. The FNQLHSSC held four meetings over the course of the year, in April, June, and September 2018 and January 2019. The directors helped draw up the agenda for each meeting.

Information governance

This project is part of a national strategy launched by the First Nations Information Governance Centre to strengthen local and regional information governance capabilities. In February 2019 the FNQLHSSC participated in a national meeting on the implementation of the National Data Governance Strategy, in Calgary. This project is in line with discussions already underway about improving information governance activities in Quebec. The dialogue on strengthening the information governance capabilities of First Nations in Quebec will continue over the next year.

- **Local and regional capacity-building for First Nations information governance plan**

At the 2018 Annual General Assembly, the FNQLHSSC turned to communities to find out what they needed. From this starting point the FNQLHSSC developed an information governance and capacity development plan over the months that followed. The communities approved the plan before it was submitted to the First Nations Information Governance Centre.

- **Quebec First Nations Information Governance Framework**

In connection with the health and social services governance process, in 2017 a working group started developing a frame of reference for information governance. This document will help Quebec First Nations manage and regulate information and strengthen governance. It will also help them become more independent in setting up their own information governance mechanisms. The final version will be available in summer 2019.

First Nations in Quebec and Labrador's Research Protocol

- **New workshop launched**

The new "Getting Familiar with the First Nations in Quebec and Labrador's Research Protocol" workshop is now part of the FNQLHSSC's service offer. The workshop, developed during the 2018-2019 financial year, is for those who want to learn more about research in a First Nations context. The workshop is part theory, part practical training and will provide an overview of research on First Nations territory and with First Nations populations. It will also go over OCAP® principles regarding data ownership, control, access, and possession.

- **Development of the Research Protocol Companion Guide**

The FNQLHSSC developed a companion guide to the research protocol. Released in the spring of 2019, this guide is individuals or organizations that want for any person or organization wishing to carry out a research project with First Nations or on the territory of First Nations in Quebec. It summarizes the AFNQL research protocol and mainly covers the research methodology to be used.

Focus area 3: Capacity development

3.1 LOCAL, POLITICAL, AND ADMINISTRATIVE LEADERSHIP IN HEALTH AND SOCIAL SERVICES

First Nations Framework on Perinatality and Early Childhood

The First Nations framework on perinatality and early childhood entitled *The culture, a gift for future generations* was launched in December 2018. This tool, produced in collaboration with First Nations elders and stakeholders, provides information on cultural practices associated with pregnancy and early childhood with a view to preserving, transmitting, and reinforcing traditional practices and perpetuating Quebec First Nations knowledge and ceremonies related to perinatality. The tool is useful not only for First Nations peoples and stakeholders and the professionals who work with them, but also for anyone interested in learning more about the subject.

Mental health and addiction services continuum

Guided by needs, capacities, and challenges at the community level, the main goal of the project is to improve access to and the integration and continuity of mental health and addiction intervention services for First Nations⁹ through collaborative agreements between these communities and partners in the Quebec health network working on addiction, homelessness, and mental and public health problems.

In 2018–2019, the FNQLHSSC provided support for the Innu community and CISSS Côte-Nord working group to improve services in the region. A new cooperation agreement was signed, another one renewed, and two others are in preparation on the Côte-Nord and in Abitibi-Témiscamingue.

Suicide prevention

The FNQLHSSC gives ongoing support to First Nations communities and organizations in Quebec to help them adopt better suicide prevention practices. It has provided training for stakeholders and First Nations people a number of times during the year. The FNQLHSSC also coordinates the regional crisis situation table. In this way, it helps communities review crisis management (suicide, family violence, and homicide) and post-intervention protocols and service trajectories.

Regional meeting: Sports and Physical Activity in First Nations Communities

In October 2018, more than 30 First Nations people and provincial sports organizations attended a regional meeting on the lack of funding for sports and physical activity in First Nations communities. The purpose of the meeting was 1) to promote sports development services, including stakeholder and trainer certification, 2) to present how sports are organized in Quebec, and 3) to create a stakeholder network to encourage sharing of best practices and information on sports, physical activity, and healthy lifestyles.

9 This initiative is not intended for treaty communities.



Support for community projects funded by Avenir d'enfants

Under its agreement with Avenir d'enfants, which supports community engagement and intersectoral cooperation on child development for children age 0 to 5 and their families, the FNQLHSSC helps First Nations communities plan and carry out their community projects. It also offers training on prevention and on promoting education, early childhood development, and parenting skills. The agreement, which ends March 31, 2020, has helped 24 communities obtain the necessary funding for their projects.

Over the past year, the FNQLHSSC launched and improved its engagement kit for community project coordinators and submitted its evaluation report on the impacts of the agreement with Avenir d'enfants. As part of their projects, communities continued to reflect on how to ensure that their local engagement and discussion tables will continue after the end of the agreement. The FNQLHSSC was invited to present an overview of the projects carried out under the agreement at the International Meeting on Indigenous Child Health in Calgary in March 2019.

Tobacco control

Support continued to be provided for smoking prevention and cessation, and protection from exposure to second-hand smoke in First Nations communities and organizations that receive funding under the Canadian Tobacco Strategy and the tobacco control program of Ministère de la Santé et des Services sociaux du Québec.

Since October 2018, community stakeholders have been able to complete bilingual professional development training online to improve their support for smokers wanting to quit. The FNQLHSSC is also a member of the consultation group made up of First Nations and Inuit representatives tasked with proposing objectives, measures, and possible actions for renewing Quebec's tobacco control strategy for 2020–2025.

Training for coaches of First Nations and Inuit athletes

In cooperation with the Coaching Association of Canada, the FNQLHSSC trained a bilingual coach to offer Aboriginal Coaching Modules to Quebec's First Nations. This training is mandatory for all coaches participating in the North American Indigenous Games (NAIG) and will now be available to francophone coaches. The FNQLHSSC organized two courses, one in English for 13 coaches in November 2018 and another in French for 15 coaches in February 2019. The course in French was the first of its kind in Canada.



3.2 CAPACITY BUILDING AND SKILLS DEVELOPMENT

Over the years, the FNQLHSSC has created a wide range of services that have continuously evolved to meet community needs. They are currently divided into four categories: support, tools, training, and information management.

Training courses are developed and offered at regional or community events. Below is a partial list of courses offered in 2018–2019.¹⁰

NAME OF TRAINING	Numbers of sessions offered in 2018-2019
Identify, intervene with and support a victim of abuse in a First Nations context	1
It's not right! Elder abuse and wellness awareness program	12
I-CLSC: Implementation, accountability and data entry	22
Croqu'Plaisir: Nutrition for children aged 2 to 5	2
Getting familiar with the First Nations in Quebec and Labrador's Research Protocol	2
First Nations Privacy Protection	2
Teleophthalmology: diabetic retinopathy screening Technical and clinical training	3
Using your data	7
Training on the Income Security Program	12
Motivational interview – The cycle of addiction	1
NNADAP – Evaluating and using standardized forms	1
Gatekeeper	1
Using best practices to carry out suicide prevention interventions	14
Intervening with Fathers	2
Culture as Intervention	1
Interviewer training for the First Nations Labour and Employment Development Survey	5
Awareness sessions: Environments conducive to healthy lifestyle habits	3
Diabetes Prevention	1
Trauma-informed care	1
Kirano (program to encourage the adoption of healthy lifestyles)	2
Raising nurses' awareness of safety issues	2
Foot Care Training	1
On the path to health! (School nutrition program)	3
Development of palliative and end of life care skills for front-line workers	1
First Nations Early Childhood Education Basic Training	1
Planning educational activities	5
Parent support in prenatal and postnatal period and pregnancy monitoring	2
The importance of assessment and treatment plan in counselling	1
Mental health and first aid	1
Clinical examination of adults and elders	1

¹⁰ For a full description of the courses, see the Service Offer section at <http://cssspnql.com/en/fnqlhssc>.



Regional Action Plan Against Sexual Assault

As part of the implementation of the Regional Action Plan Against Sexual Assault, developed last year to counter the cycle of sexual violence among First Nations by supporting victims and abusers on their path to recovery, the FNQLHSSC surveyed health and social services directors and clinical coordinators in First Nations communities and organizations on what should be the priorities for action in addressing sexual assault in communities. With Quebec Native Women and other experts, the FNQLHSSC sits on the regional action plan follow-up committee.

Capacity building for Income Assistance Program Advisors and Managers

The FNQLHSSC provides ongoing support, training, and coaching on developing the technical and professional capacities of officers and managers of the Income Assistance Program. It also develops ad hoc tools for income assistance officers on the First Nations of Quebec Income Security Framework Policy. A new section on the virtual platform for income assistance officers and advisors was set up to encourage communities to adopt best practices.

Non-Insured Health Benefits and access to services: support and liaison officer

The FNQLHSSC coordinated a number of activities to improve the continuum of services in relation to the Quebec health system. Although the difficulties encountered often stem from conflicts of legal jurisdiction, longer-term solutions must be considered so that everyone can obtain the services to which they are entitled. With regard to the activities of the NIHB Program, the FNQLHSSC processed more than 250 appeals and requests for support and information from community stakeholders wishing to ensure that their clients receive the right healthcare and services.

Quebec First Nations and Inuit Faculties of Medicine Program

The Quebec First Nations and Inuit Faculties of Medicine Program (QFNIFMP) promotes the medical profession and supports First Nations and Inuit people applying to Quebec's four medical faculties by way of a support structure that facilitates their admission and their integration throughout their studies. To date, the program has admitted 44 First Nations students, six of whom have already completed their training and are now family doctor or medical specialists.

On an ongoing basis, the FNQLHSSC supports QFNIFMP students and conducts recruitment and awareness activities, in addition to promoting pre-clinical internships in First Nations and Inuit communities and organizations. This year, the partnership helped increase the number of spaces reserved annually for First Nations and Inuit students from four to six.

Training plan for nursing staff

A number of regional training courses for nursing staff from First Nations communities were offered over the past year. The FNQLHSSC is stepping up its efforts to offer training that meets the needs expressed by nursing staff. The training plan is designed to support and assist practitioners to promote access to quality care and services that are culturally appropriate and in line with best professional and ethical practices.

The Act to amend the Professional Code and other legislative provisions in the field of mental health and human relations

Under the Act to amend the Professional Code and other legislative provisions in the field of mental health and human relations, the development of appropriate qualifying training, professional certification, and skills upgrades for First Nations social workers is required. Over the past year, the FNQLHSSC provided an overview of the First Nations and Inuit stakeholders affected by this Act. It also drew up a list of training, intervention, and evaluation tools adapted to First Nations and Inuit realities and worked on developing training strategies. A directory of cultural and clinical skills for intervening via helping relationships is being drawn up, and training courses will soon be developed.

Training plan for educational childcare staff

In order to support the development and capacity building of educational childcare staff, the FNQLHSSC is currently developing training strategies based on a holistic approach that focuses on strengths and cultural diversity. To this end it has surveyed managers, administrators, and educational childcare staff at childcare centers. This initial phase of the project was designed to identify and prioritize training needs. Phase 2, already underway, covers other types of educational childcare services and the First Nations Head Start Program.

3.3 ACCESS TO INFRASTRUCTURE, EQUIPMENT, AND INFORMATION TECHNOLOGIES

I-CLSC information management system

The pilot project conducted in the Listuguj and Pessamit communities to replace the Electronic Service Delivery Reporting Tool with the I-CLSC information management system was successfully completed. This purpose of the project was to expand the use of the I-CLSC system to collect meaningful data on the Community Care Program. After developing an optimal implementation model based on the experience of the communities who participated in the pilot project, the FNQLHSSC is now in a position to offer it to other communities that wish to use it. Five communities are currently doing so.



Integrated Services Network for Adult Persons

The computer system of the Integrated Services Network for Adult Persons (ISNAP) has mechanisms to centralize and better coordinate the services offered to adults coping with a loss of autonomy. The FNQLHSSC is continuing its efforts to conclude agreements to deploy this system in First Nations communities in Quebec:

1. An agreement relating to the deployment and use of the information assets of the ISNAP and its related terms and conditions
2. A cooperative agreement on the use of the information assets of the ISNAP by First Nations communities in Quebec¹¹
3. An intellectual property agreement on tools for which the CESS holds the copyright, the conditions for use of the data, and training for the deployment and use of the information assets of the ISNAP in First Nations communities in Quebec¹²

Teleophthalmology: screening service for diabetic retinopathy

A remote screening service for diabetic retinopathy using teleophthalmology is offered on an ongoing basis to First Nations communities in Quebec as part of diabetes prevention initiatives.

The FNQLHSSC helps communities maintain this service and ensures the independence and quality of service delivery. Ongoing training and clinical and technical support are provided to nurses and imaging technicians. An annual teleophthalmology event was held in Montreal in January 2019 where participants were able to upgrade their skills.

Development and pre-deployment of the Horizon system

Over the past year, the FNQLHSSC and the company LIBEO have continued to develop the Horizon system. This PING system was overhauled to better meet the needs of community agents and advisors. Initial trials in seven communities tested certain features and evaluated the general quality of the system. Horizon's features, project milestones, and progress made were presented to stakeholders at regional meetings and through videoconferencing. The FNQLHSSC also prepared a deployment kit that each community will receive so they can prepare for the migration from PING to Horizon.

Pre-deployment started in two pilot communities in January 2019.



HORIZON

¹¹ This initiative is not intended for treaty communities.

¹² This initiative is not intended for treaty communities.

Electronic medical record system

Work continued to acquire an electronic medical record (EMD) system for First Nations communities.

In May 2018, the First Nations in Quebec opted for a regional solution for all communities. While the FNQLHSSC analyzed regional hosting of EMD data, a survey was conducted in the summer of 2018 to better identify the needs of the communities. Following a call for interest, three communities were selected to be part of the pilot project on deploying a regional system. In the fall, the FNQLHSSC analyzed three bids from EMD service providers. The pilot communities selected MEDFAR's MYLE solution as their regional system. Discussions with the supplier are underway with a view to signing regional service agreements for all First Nations in Quebec.

Funding for childcare service renovations

The FNICCI is a federal program designed to improve the provision of child care services in communities across Canada. The program has two components, capital assets and capacity building (including training and culture), and the FNQLHSSC is in charge of distributing FNICCI funds to participating First Nations communities in Quebec. Over the past year, five communities received capital funds for major renovations in daycare centres.

3.4 CONTINUOUS IMPROVEMENT OF THE FNQLHSSC'S ORGANIZATIONAL PERFORMANCE

External communications audit

To improve the quality and effectiveness of its communications with its clients, the FNQLHSSC held an external communications audit in the spring of 2018. The audit highlighted the communications needs and preferences of the FNQLHSSC's clients and provided an overview of its communications efforts by evaluating the effectiveness, reach, and relevance of current practices and tools.

Approximately 110 people participated in the data collection process through focus groups and two online surveys, one of which concerned the organization's Facebook page. The results were used to determine areas for improvement and make recommendations to help develop the organization's communications plan.

Redesign of the FNQLHSSC website

Nearly five years has gone by since the FNQLHSSC launched its website, and the organization is well aware that it must adapt to the needs of its clientele and today's technological trends and standards. In light of the results of the communications audit, it was recommended that the website be completely redesigned. Before doing so, the FNQLHSSC conducted an internal review in the fall of 2018 to identify the shortcomings of the current site as well as needed improvements and available options. The recommendations resulting from the review will guide the redesign process.

Accompaniment Framework for Quebec First Nations Communities/Organizations

To fulfill its mission, the FNQLHSSC continues to implement the Accompaniment Framework for Quebec First Nations Communities/Organizations in order to support its employees in their practices and interventions with clients. New employees completed the first module and more experienced workers took the second module. A number of activities were organized on April 1 to highlight this framework. The FNQLHSSC is continuing its reflection and efforts to develop organizational tools to improve and reinforce how support services are delivered.

Internal restructuring of the FNQLHSSC

In 2018 the FNQLHSSC and its board of directors started looking into how to reorganize its staff to better meet the emerging needs of communities and organizations. Among other things, the restructuring process includes conducting a pilot project to test new team leader positions within four areas of the organization: health, social services, early childhood, and social development.

The discussions have already led to the reorganization of certain positions as of April 1, 2019. The initiative, which was presented to the entire staff in March, has been approved by the board of directors. Its effectiveness will be evaluated on an ongoing basis until March 31, 2020.

Creation or upgrading of internal and external computer systems

To maintain the quality of its computer systems and better support clients and employees, the FNQLHSSC is programming new platforms and optimizing existing systems. The joint expertise of its IT and communications departments has enabled it to simplify and modernize not only its internal administrative processes and tools, but also the organization of and access to its photo and image banks, now centralized and improved through the Photo Station tool.

Development and review of internal policies

The board of directors' Policy Audit Committee adopted the amendments made to the FNQLHSSC's human resources management policy. The update includes new provisions resulting from the legalization of cannabis and the addition of a section on health and wellness. These changes are the result of the amendments to the Canada Labour Code. The employee code of ethics is now an integral part of this policy.

Focus area 4: Healthy lifestyles

4.1 MANAGEMENT AND IMPROVEMENT OF HEALTH AND WELLNESS

Population surveys

Population surveys are part of a process of decolonizing First Nations research. The FNQLHSSC coordinates these surveys, which are designed to fill an information gap and provide a documented portrait of the health and social situation of First Nations.

- **First Nations Regional Health Survey**

The report on Phase 3 of the First Nations Regional Health Survey (RHS) was presented at the July 2018 working session prior to the FNQLHSSC Annual General Meeting. The report includes 20 sections on the following themes: sociodemographic portrait; employment, income, and food insecurity; education, language and culture; housing; accessibility and use of services; home care; mobility and community wellness; use of alcohol and drugs, cyberaddiction, and issues related to gambling; smoking; food and physical activity; health status and chronic health conditions; diabetes and obesity; individual wellness, mental health, and elder abuse; personal wellness; unintentional injuries; sexual behaviours and prevention; oral health; preventive health services; Indian residential schools and youth protection services; and maternal and child health. A promotional video explaining the objectives of the RHS was also produced to mark the survey's 20th anniversary.

- **First Nations Labour and Employment Development Survey**

The First Nations Labour and Employment Development (FNLED) survey is designed to provide a statistical portrait of working and employment conditions in First Nations communities. It will run for five years until 2021. The FNQLHSSC, in collaboration with its regional partners (the First Nations Human Resources Development Commission of Quebec, the FNQLEDC, the First Nations Education Council, the First Nations Youth Network Quebec-Labrador, and the Tshakapesh Institute), is responsible for coordinating the survey in Quebec.

The process began with the recruitment and training of interviewers from the communities participating in the survey. Data collection began in the spring of 2019, and a video capsule presenting the FNLED survey was also produced and distributed.



Child neglect among First Nations in Quebec

The phenomenon of child neglect among First Nations is not well documented to date. The FNQLHSSC and its collaborators initiated a two-year research project in 2019 to better understand this phenomenon and identify measures to reduce the number of First Nations children in the care of the Youth Protection Branch due to neglect or serious risk of neglect. The resulting data will make it possible to:

- Identify the best methods to discuss child neglect with First Nations
- Determine the factors on which families and communities can act to promote the overall wellness of children
- Better understand how families, front-line support services, and child welfare services can work together
- Identify ways to develop a culturally safe youth protection service model for First Nations

Coordination of team Eastern Door and the North

Mandated by the AFNQL to promote sports and recreational activities, the FNQLHSSC coordinates the participation of team Eastern Door and the North (EDN) in sports competitions across Canada, including the National Aboriginal Hockey Championships and the NAIG. More specifically, the FNQLHSSC is responsible for logistics in three areas:

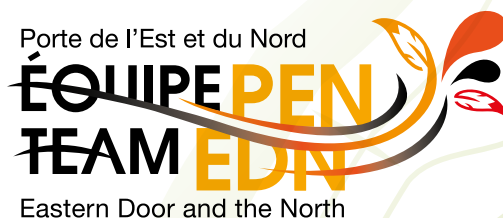
1. Recruitment of coaches, assistant coaches, and team managers
2. Selection (together with coaches) and registration of athletes
3. Communications

- **National Aboriginal Hockey Championships**

In advance of the National Aboriginal Hockey Championships, which took place from May 5 to 12, 2019, in Whitehorse, Yukon, the FNQLHSSC organized a talent competition for First Nations and Inuit designers, painters, and graphic designers of all kinds, both professional and amateur, to create the new logos for the women's and men's hockey teams. In parallel with this competition, a call for applications was issued to recruit coaches for each team, after which a two-day selection camp for the 33 members of team EDN was held in Kahnawake in March.

- **North American Indigenous Games**

The FNQLHSSC is preparing team EDN to participate in the next NAIG, to be held in Halifax, Nova Scotia, in the summer of 2020. It has finished recruiting its coaches, assistant coaches, and team managers. The selection camps for choosing the young athletes who will compete in each discipline and category are underway and will run until November 2019.



4.2 AWARENESS AND INFORMATION ON THE HEALTH STATUS AND LIVING CONDITIONS OF FIRST NATIONS

Regional meeting on mental health and wellness

A regional meeting on mental health and wellness was held in March 2019. The objective of the meeting attended by First Nations stakeholders and coordinators in the fields of mental health, addiction, and culture, was to foster cooperation and discussion among communities and identify inspiring initiatives in the field of mental wellness. The main findings and training needs expressed by the participants will help improve support for communities and organizations in developing mental health services using an integrated and multidisciplinary approach.

Summary Report on the Blueprint – Quebec First Nations Health and Social Services 2007–2017

The Blueprint – Quebec First Nations Health and Social Services Blueprint 2007–2017: *Closing the Gaps... Accelerating Change* was the result of consultation and collective engagement, and is aimed at enabling First Nations to develop a vision for the future and reaffirm their right to determine their own health and wellness policies in order to progressively address disparities with respect to other Canadians.

A qualitative and quantitative assessment of progress resulting from implementation of the blueprint is underway. The data comes from a range of sources, including RHS reports and the PRISM portal. Interviews were also conducted with regional committees and bodies of the AFNQL and the Tshakapesh Institute. The main findings of this assessment were used to produce a summary report on the blueprint, which will be presented in July 2019.

Prevention and awareness campaigns

- **First Nations Wellness Day**

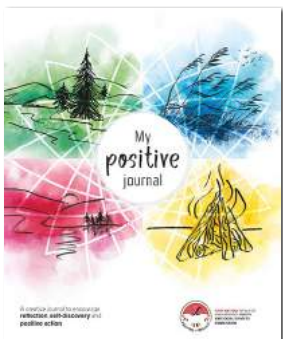
Each year, February 1 is an opportunity to mark First Nations Wellness Day in Quebec, a tradition instituted in 2011 by the Chiefs of the AFNQL following a major summit on addiction.

In honour of the 2019 theme, My Wellness, it's up to me and I inspire myself, the FNQLHSSC designed a fun tool to encourage people to reflect on their wellness. It consists of a deck of 60 inspirational cards to use on a daily basis and a poster promoting the First Nations Wellness Day. The cards contain inspiring messages aimed at boosting self-esteem and raising awareness of individual and collective wellness.

- **Suicide Prevention Week**

The 29th Suicide Prevention Week was held February 3 to 9, just after First Nations Wellness Day. The theme was the same as last year: Talking about suicide saves lives. This year, the FNQLHSSC designed a tool that, much like the one developed for Wellness Day, focuses on a fundamental principle of suicide prevention and wellness: the promotion of human life. The positive journal is a creative diary containing personal exercises to encourage reflection, self-discovery, positive action, and change. The goal of this tool is to help people get to know themselves better through positive, stimulating activities based on a holistic approach.

The deck of cards and creative diary were designed and distributed together and are based on the four parts of the medicine wheel that represent the mental, physical, emotional, and spiritual aspects of ourselves. These tools were very popular, with over 10,000 copies distributed to the various communities and organizations.



- **Be Together. Feel good. sexual health awareness campaign**

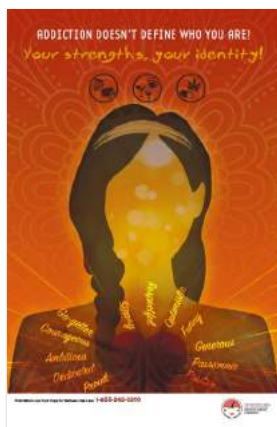
In conjunction with Aboriginal AIDS Awareness Week, which takes place in December of each year, the FNQLHSSC has launched a sexual health awareness campaign for First Nations in Quebec. It will run for three years. Through the different themes addressed, the campaign will promote sexual health and diversity and encourage the emergence of a healthy and respectful perspective on sexuality that encourages changes in attitudes, perceptions, and behaviours.

Healthy relationships are the theme of the first part of the *Being Well Together* campaign. A poster and an information sheet on communication were developed and distributed in each First Nations community and organization. The FNQLHSSC has also provided many useful references to stakeholders and has posted practical and informative content for the general public every month on its Facebook page.



- **Addiction Prevention Week**

For Addiction Prevention Week, the FNQLHSSC developed public awareness materials on the risks and consequences of consuming alcohol and other addictive substances. The FNQLHSSC produced a series of four posters on the theme "Addiction does not define who you are, your strengths, or your identity!" The concept is based on the positive aspects of each person's strengths, an essential factor in countering addictions and heading toward recovery. The posters represent First Nations women, men, and youth who are struggling with addictions or who engage in risky behaviour. The FNQLHSSC also distributed a promotional accessory for mobile devices.



Focus area 5: Cultural awareness

5.1 HELPING FIRST NATIONS AFFIRM AND PASS ON THEIR CULTURAL VALUES, PRACTICES, AND KNOWLEDGE

Declaration of the Rights of First Nations Children

The Declaration of the Rights of First Nations Children (DRFNC), adopted by the Chiefs of the AFN in 2015, consists of 16 articles that define the inherent rights of First Nations children to their identity and culture, and to the support, supervision, health care, education, and safety they need to thrive.

Over the past year, the action plan implementing the declaration was revised to include new initiatives to disseminate and promote the DRFNC and engage stakeholders in ensuring the long-term protection of the rights of First Nations children. The FNQLHSSC regularly advocates for maximum application of the DRFNC in projects targeting children.

Welcoming and supporting elders

The FNQLHSSC is currently developing an initiative to promote the wellness, inclusion, and participation of seniors in its activities. Current approaches and measures address the specific needs of elders using a holistic First Nations vision of wellness. The aim is to produce a guide to help FNQLHSSC staff better welcome and support elders whenever the occasion arises.

5.2 RAISING PARTNERS' AWARENESS OF FIRST NATIONS REALITIES

Early Childhood Week

Last November, for the third consecutive year, the FNQLHSSC participated in the national partners committee as part of Early Childhood Week. The aim of the event is to encourage the public to make early childhood a collective priority. For First Nations, Early Childhood Week is another opportunity to promote the rights of their children, as set out in the Declaration of the Rights of First Nations Children in Quebec.

- **Hand in Hand for First Nations Little Ones activity booklet**

To inspire First Nations communities and organizations and encourage community activities during Early Childhood Week and the rest of the year, the FNQLHSSC has produced an activity booklet entitled *Hand in Hand for First Nations Little Ones*. The content is based on initiatives and activities organized by First Nations in Quebec communities and organizations during previous editions of Early Childhood Week. In addition to promoting early childhood, the activities are an opportunity for local stakeholders to become more aware of the role they play in the lives of the children around them and what they can do to help them thrive.



- **Grand Rally for Our Little Ones**

The FNQLHSSC co-organized and participated in the Grand Rally for Our Little Ones, a major two-day event. Nearly 650 people turned out for the rally, which gave them the chance to strengthen partnerships around issues related to the development and wellness of young children in Quebec. Approximately thirty First Nations participants, speakers, and panelists took part in the event to discuss, collaborate, and represent the interests of young First Nations children.

As special guest and First Nations ambassador at Early Childhood Week, Chief of the AFNQL Ghislain Picard, accompanied by kindergarten students from Wendake's Wahta' Elementary School, highlighted children's rights by distributing copies of the Declaration of the Rights of First Nations Children to participants. He also took the opportunity to stress the importance of collaboration and collective commitment to ensure the development and wellness of First Nations children.

- **Survey of Quebecers on the realities of young First Nations and Inuit children**

To stimulate discussion and reflection among the general public and political decision makers, the FNQLHSSC and Observatoire des tout-petits conducted a major survey of Quebecers on First Nations and Inuit toddlers in Quebec. The study, conducted in October 2018 by the Leger firm, surveyed approximately 1,100 respondents on many topics affecting young First Nations and Inuit children, including how they are treated in society, their health status, their chance to develop their full potential, the quality of and access to the services they receive, and efforts made by different levels of government to promote their wellness and development.



OUR WORK

254  community visits totalling **602 days**.

24 communities offering the diabetic retinopathy screening service.

30 requests for support



 **52** information notes and news releases

60 meetings and events



24 First Nations communities and organizations using I-CLSC¹³.

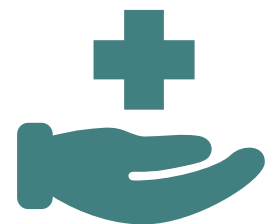


Since the creation of the QFNIFMP¹⁴ in 2008,

305  requests for support in using I-CLSC

44 First Nations students were admitted to medical school.

More than **250** requests for support in using the NIHB program¹⁵.



¹³ Information system – First Nations – enabling the management of clinical and administrative information from the Centres locaux de services communautaires (CLSCs) and some of the hospitals' outpatient clinics.

¹⁴ Quebec First Nations and Inuit Faculties of Medicine Program (QFNIFMP).

¹⁵ Non-insured health benefits (NIHB).

IN NUMBERS



15 participating communities

5 interviewers recruited and trained

700 regulation interpretation activities carried out regarding income security

112 biopsychosocial assessment recommendations made

16 new tools and publications



CONSULTATION ON THE REFORM OF THE INCOME ASSISTANCE PROGRAM

7 participating communities to discussion circles

99 participants to the regional consultation meeting

675 respondents to the online survey

National Aboriginal Hockey Championships

TEAM EASTERN DOOR AND THE NORTH:

2 teams of young male and female hockey players representing

15 communities among the

Atikamekw, Algonquin, Innu, Cree, Mohawk and Naskapi nations. A total delegation of **33 players** consisting of **16 girls** and **17 boys**.

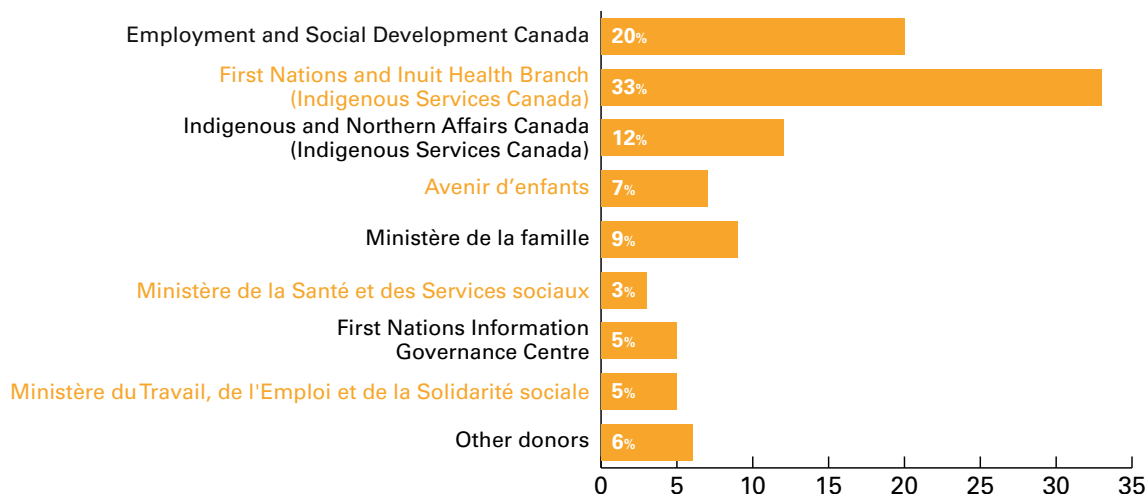




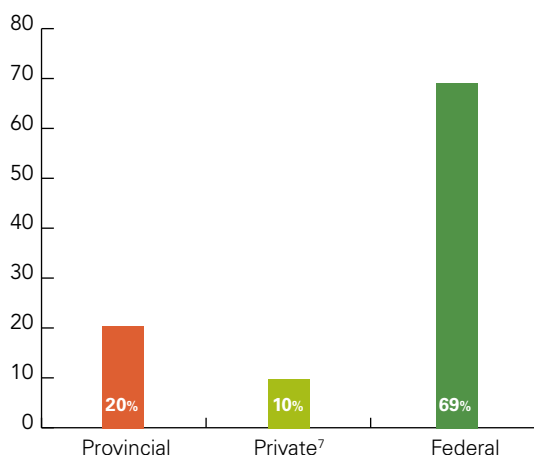
2018-2019 FINANCIAL REPORT

To successfully carry out its mandates, the FNQLHSSC receives funding from the following departments and organizations: First Nations and Inuit Health Branch (FNIHB) – Indigenous Services Canada (ISC); Indigenous and Northern Affairs Canada (INAC) – Indigenous Services Canada (ISC); Ministère de la Santé et des Services sociaux (MSSS); Employment and Social Development Canada (ESDC); Ministère de la Famille (MF); Ministère du Travail, de l'Emploi et de la Solidarité sociale (MTESS); Avenir d'enfants (AE); First Nations Information Governance Centre (FNIGC) and others.

Sources of funding (by donor agency)



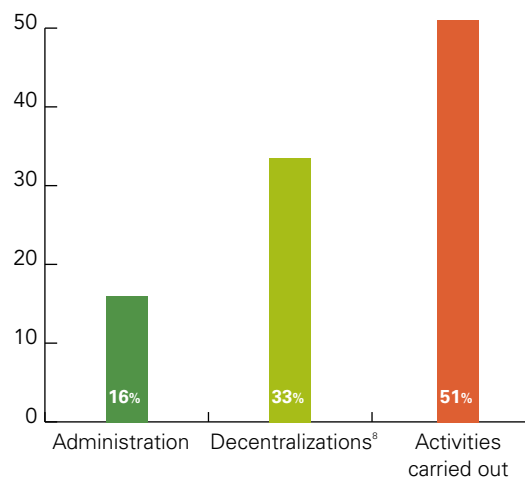
Sources of funding (by level of government)



The funding received is used to coordinate and support projects and activities resulting from the annual priorities and mandates, such as holding regional events, meetings and committees, developing tools and publications, launching promotional campaigns, providing training, producing strategic documents and maintaining the FNQLHSSC's basic operations.

33% of the funding received is redistributed to the communities and organizations.

Type of expenditure



¹⁶ Avenir d'enfants, First Nations Information Governance Centre (FNIGC).

¹⁷ Projects funded by Avenir d'enfants, First Nations and Inuit Child Care Initiative (FNICCI).

INDEPENDENT AUDITOR'S REPORT

To the members of the
First Nations of Quebec and Labrador Health and Social Services Commission

Qualified Opinion

We have audited the financial statements of First Nations of Quebec and Labrador Health and Social Services Commission (the Organization), which comprise the balance sheet as at December 31, 2018, and the statements of income, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the « Basis for Qualified Opinion » section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2019, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

As described in note 2, the First Nations of Quebec and Labrador Health and Social Services Commission presents the fixed assets and intangible assets acquisitions in the programs as expenses in order to facilitate the follow-up of the budgets on an annual basis and to comply with the obligations required within the scope of financial agreements with lessors. Moreover, the depreciation is directly deducted in the statement of changes in net asset and does not affect the income of the year. Respecting the same objective to facilitate the follow-up of budgets on an annual basis, the grant funding adjustments or reimbursements from previous years are considered in the net asset and not in the income of the year. The possible effects of these matters on the financial statements for the years ended March 31, 2019 and 2018 were not determined. Our audit opinion on the financial statements for the year ended March 31, 2018 was modified accordingly because of the possible effects of these situations.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the « Auditor's Responsibilities for the Audit of the Financial Statements » section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

MALENFANT DALLAIRE, S.E.N.C.R.L.

Société de comptables professionnels agréés

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Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.



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- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Malenfant Dallaire, S.E.N.C.R.L.*¹

Québec (Québec)
June 20, 2019

¹ CPA auditor, CA, public accountancy permit No. A119553



INCOME FOR THE YEAR ENDED MARCH 31, 2019

			2019	2018
	Revenues	Expenses	Surplus (deficit) for the year	Surplus (deficit) for the year
Core Funding (Management and administration)	\$2,421,025	\$2,421,025	\$ -	\$ -
QASEA project	80,000	80,000	-	-
HSIF - Governance	497,481	497,481	-	-
Aboriginal representative organizations project	70,000	70,000	-	-
Training on personal informations	8,545	8,545	-	-
Social services activities	683,358	683,358	-	-
First-Line Services	510,567	510,567	-	-
Bill 21	76,841	76,841	-	-
HSIF - Mental health	80,949	80,949	-	-
Family violence project	5,434	5,434	-	-
Justice Project	114,685	114,685	-	-
Legal tools	128	128	-	-
Bill 113	12,488	12,488	-	-
Opioid overdose prevention	637	637	-	-
Adaptation of addictions prevention tools	165	165	-	-
Training - Permanent life plan	2,706	2,706	-	-
Balance carried forward	\$4,565,009	\$4,565,009	\$ -	\$ -

INCOME (CONTINUED)

FOR THE YEAR ENDED MARCH 31, 2019

			2019	2018
	Revenues	Expenses	Surplus (deficit) for the year	Surplus (deficit) for the year
Balance brought forward	\$4,565,009	\$4,565,009	\$ -	\$ -
Health activities	691,456	691,456	-	-
Home care nurses training	244,743	244,743	-	-
HSIF - Continuing care	84,292	84,292	-	-
Non-Insured Health Benefits (NIHB)	294,809	294,809	-	-
North American Indigenous Games (NAIG)	96,052	96,052	-	-
Tobacco control project - MSSS	52,060	52,060	-	-
First Nations adult care facilities regional meeting	184	184	-	-
First Nations and Inuit Faculties of Medicine Program	116,589	116,589	-	-
Research project - Evaluation	16,443	16,443	-	-
Update of the pamphlets « The boys and The girls »	3,767	3,767	-	-
Early childhood activities	286,799	286,799	-	-
MFA Agreement	514,982	514,982	-	-
First Nations and Inuit Child Care Initiative (FNICCI)	4,130,734	4,130,734	-	-
Balance carried forward	\$11,097,919	\$11,097,919	\$ -	\$ -

INCOME (CONTINUED) FOR THE YEAR ENDED MARCH 31, 2019

			2019	2018
	Revenues	Expenses	Surplus (deficit) for the year	Surplus (deficit) for the year
Balance brought forward	\$11,097,919	\$11,097,919	\$ -	\$ -
Avenir d'enfants	1,333,410	1,333,410	-	-
Information resources activities	1,033,645	1,033,645	-	-
Emerging technologies	130,329	130,329	-	-
Surveillance plan	187,538	187,538	-	-
Regional Health Survey (RHS)	237,935	237,935	-	-
First Nations Labor and Employment Development Survey (FNLEDS)	259,071	259,071	-	-
Research Coordination	112,224	112,224	-	-
Survey electronic questionnaire	8,000	8,000	-	-
Youth protection research project	128,651	128,651	-	-
Community development approach	7,500	7,500	-	-
Social Development Office (SDO)	520,952	520,952	-	-
Maltreatment of Elders	101,508	101,508	-	-
Reform of the Income Assistance Program	161,140	161,140	-	-
Balance carried forward	\$15,319,822	\$15,319,822	\$ -	\$ -

INCOME (CONTINUED)

FOR THE YEAR ENDED MARCH 31, 2019

			2019	2018
	Revenues	Expenses	Surplus (deficit) for the year	Surplus (deficit) for the year
Balance brought forward	\$15,319,822	\$15,319,822	\$ -	\$ -
Income security capacity development	111,342	111,342	-	(13,065)
Transfer of expertise from Fédération québécoise des organismes communautaires famille (FQOCF) and Regroupement pour la valorisation de la paternité (RVP)	-	-	-	29,343
Joint review on NIHB	-	-	-	43,242
	\$15,431,164	\$15,431,164	\$ -	\$59,520

CHANGES IN NET ASSET FOR THE YEAR ENDED MARCH 31, 2019

	2019	2018
INVESTED IN FIXED ASSETS AND INTANGIBLE ASSETS		
Balance, beginning of year	\$381,043	\$540,455
Acquisition within the revenues	146,958	24,743
	528,001	565,198
Disposal of fixed assets	339	-
Depreciation	143,535	184,155
Balance, end of year	\$384,127	\$381,043
INVESTED IN PROGRAMS (note 9 and 13)		
Balance, beginning of year		
Balance previously reported	\$912,992	\$878,379
Adjustments to prior years net asset		
Accounts receivable write-off	-	(31,669)
Accounts payable write-off	-	14,519
Grant funding reimbursement	-	(7,757)
Adjusted balance	912,992	853,472
Surplus for the year	-	59,520
Balance, end of year	\$912,992	\$912,992

BALANCE SHEET

AS AT MARCH 31, 2019

	2019	2018
ASSETS		
Current assets		
Cash	\$1,182,828	\$4,048,639
Redeemable term deposits, 1.35% and 1.85% (1.85% in 2018)	3,500,000	1,000,000
Accounts receivable (note 3)	241,147	177,944
Grants receivable (note 4)	5,247,378	2,100,681
Prepaid expenses	34,453	12,790
	10,205,806	7,340,054
Fixed assets (note 5)	323,361	294,234
Intangible assets (note 6)	60,766	86,809
	\$10,589,933	\$7,721,097

BALANCE SHEET AS AT MARCH 31, 2019

	2019	2018
LIABILITIES		
Current liabilities		
Accounts payable (note 7)	\$2,217,448	\$2,860,864
Deferred contributions	250,000	-
Deferred grants funding (note 8)	6,825,366	3,566,198
	9,292,814	6,427,062
NET ASSET (note 13)		
Invested in fixed assets and intangible assets	384,127	381,043
Invested in programs (note 9)		
Unrestricted	765,398	758,839
Ongoing programs	147,594	154,153
	912,992	912,992
	1,297,119	1,294,035
	\$10,589,933	\$7,721,097

On behalf of the Commission

CASH FLOWS

FOR THE YEAR ENDED MARCH 31, 2019

	2019	2018
Operating activities		
Surplus for the year	\$ -	\$59,520
Item related to net asset		
Grant funding reimbursement	-	(7,757)
	-	51,763
Net change in non-cash working capital items		
Accounts receivable	(63,203)	5,168
Grants receivable	(3,146,697)	(1,080,383)
Prepaid expenses	(21,663)	13,383
Accounts payable	(643,416)	584,903
Deferred contributions	250,000	-
Deferred grants funding	3,259,168	875,701
Net increase (decrease) in cash and cash equivalents	(365,811)	450,535
Cash and cash equivalents, beginning of year	5,048,639	4,598,104
Cash and cash equivalents, end of year (note 10)	\$4,682,828	\$5,048,639

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2019

1. STATUTES AND NATURE OF OPERATIONS

The mandate of the First Nations of Quebec and Labrador Health and Social Services Commission (hereafter the « Commission ») was ratified by the Assembly of First Nations Quebec-Labrador by a resolution on April 14, 1994.

The Commission's mission is to promote and ensure the physical, mental, emotional and spiritual well-being of the First Nations individuals, families and communities to foster access to comprehensive health and social services programs that are adapted to the First Nations and designed by recognized organizations sanctioned by the local authorities while respecting cultures and local autonomy.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFP) and include the following significant accounting policies:

Use of estimates

The preparation of the financial statements in accordance with ASNFP requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. These estimates are reviewed periodically and adjustments will be made to income as appropriate in the year they become known.

Financial instruments

Measurement of financial instruments

The Organization initially measures its financial assets and financial liabilities at fair value, except for certain non-arm's length transactions.

The Organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in active market, which are measured at fair value. Changes in fair value are recognized in net income.

Financial assets measured at amortized cost include cash, term deposits, accounts receivable and grants receivable.

Financial liabilities measured at amortized cost include accounts payable.



NOTES TO THE FINANCIAL STATEMENTS (CONT.) FOR THE YEAR ENDED MARCH 31, 2019

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Financial instruments (continued)

Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is not greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net income.

Transaction costs

The Organization recognizes its transaction costs in net income in the year incurred. However, the carrying amount of the financial instruments that will not be subsequently measured at fair value is reflected in the transaction costs that are directly attributable to their origination, issuance or assumption.

Revenues recognition

The Commission follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Cash and cash equivalents

The Organization's policy is to disclose bank balances under cash and cash equivalents, including bank overdrafts with balances that fluctuate frequently from being positive to overdrawn and temporary investments with a maturity period of three (3) months or less from the date of acquisition.

Fixed assets and intangible assets

Fixed assets are recorded at cost. Depreciation is calculated on the declining balance method at the following annual rates:

Leasehold improvements	20%
Office equipment	20%
Computer equipment	30%

Intangible assets are recorded at cost. Depreciation on software is calculated on the declining balance method at an annual rate of 30%.

NOTES TO THE FINANCIAL STATEMENTS (CONT.) FOR THE YEAR ENDED MARCH 31, 2019

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Fixed assets and intangible assets (continued)

The Commission has adopted the policy of recording the fixed assets and intangible assets as expense at the time of the acquisition to allow the follow-up of the budgets on an annual basis. Depreciation is directly deducted in the statement of changes in net asset and does not affect the income of the year.

Impairment of long-lived assets

Long-lived assets are tested for impairment whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. An impairment loss is recognized when the carrying amount of the asset exceeds the sum of the undiscounted cash flows resulting from its use and eventual disposition. The impairment loss is measured as the amount by which the carrying amount of the long-lived asset exceeds its fair value.

Pension plan

The defined contributions accounting standards are applied to multiemployer Benefit Plan as the Commission doesn't have enough information to apply the defined benefits accounting standards.

3. ACCOUNTS RECEIVABLE

	2019	2018
Accrued interests	\$52,514	\$7,703
Sales taxes	185,743	164,777
Others	2,890	5,464
	\$241,147	\$177,944

4. GRANTS RECEIVABLE

	2019	2018
Assembly of First Nations Quebec-Labrador (AFNQL)	\$7,000	\$50,000
Avenir d'enfants	203,534	842,053
First Nations Information Governance Centre (FNIGC)	-	170,321
Ministère de l'Éducation et de l'Enseignement supérieur (MEES)	216,000	50,000
Ministère de la Justice du Québec	40,000	30,000
Ministère de la Santé et des Services sociaux (MSSS)	345,244	417,648
Balance carried forward	\$811,778	\$1,560,022

NOTES TO THE FINANCIAL STATEMENTS (CONT.) FOR THE YEAR ENDED MARCH 31, 2019

4. GRANTS RECEIVABLE (continued)

	2019	2018
Balance brought forward	\$811,778	\$1,560,022
Ministère du Travail, de l'Emploi et de la Solidarité sociale (MTESS)	842,262	-
Secrétariat à la condition féminine	900,000	100,000
Secrétariat aux affaires autochtones (SAA)	75,000	94,166
Indigenous Services Canada (ISC - Regional operations (RO) and First Nations and Inuit Health Branch (FNIHB))	2,377,989	231,869
Sports Canada	80,300	80,300
Others	160,049	34,324
	\$5,247,378	\$2,100,681

5. FIXED ASSETS

			2019	2018
	Cost	Accumulated depreciation	Net carrying amount	Net carrying amount
Leasehold improvements	\$103,011	\$79,152	\$23,859	\$27,054
Office equipment	302,722	267,388	35,334	39,523
Computer equipment	1,016,923	752,755	264,168	227,657
	\$1,422,656	\$1,099,295	\$323,361	\$294,234

6. INTANGIBLE ASSETS

			2019	2018
	Cost	Accumulated depreciation	Net carrying amount	Net carrying amount
Software	\$387,802	\$327,036	\$60,766	\$86,809

NOTES TO THE FINANCIAL STATEMENTS (CONT.) FOR THE YEAR ENDED MARCH 31, 2019

7. ACCOUNTS PAYABLE

	2019	2018
Accounts payable and accrued expenses	\$615,269	\$502,617
Decentralization to the communities	725,698	1,593,146
Salaries and vacation	736,576	641,090
Fringe benefits	63,896	57,210
Pension plan	76,009	66,801
	\$2,217,448	\$2,860,864

8. DEFERRED GRANTS FUNDING

	2019	2018
ISC Global Agreement - First Nations and Inuit Health Branch (FNIHB)	\$1,297,661	\$1,140,799
HSIF - Governance	835,187	58,674
First-Line Services	59,282	39,849
Bill 21	64,825	66,666
HSIF - Mental health	96,300	24,829
Family violence project	133,197	44,031
Conjugal and family violence awareness and prevention project	900,000	-
Justice Project	113	4,798
Legal tools	99,872	-
Bill 113	17,512	30,000
Opioid overdose prevention	29,363	-
Adaptation of addictions prevention tools	14,835	-
Training - Permanent life plan	23,144	-
Home care nurses training	309,290	332,699
HSIF - Continuing care	123,900	128,018
Non-Insured Health Benefits (NIHB)	157,272	195,781
North American Indigenous Games (NAIG)	173,196	50,589
Tobacco control project - MSSS	57,606	109,666
First Nations adult care facilities regional meeting	93,866	-
First Nations and Inuit Faculties of Medicine Program	11,121	-
Research project - Evaluation	28,557	-
Update of the pamphlets « The boys and The girls »	682	4,449
MFA Agreement	126,686	94,203
First Nations and Inuit Child Care Initiative (FNICCI)	254,697	862,802
Balance carried forward	\$4,908,164	\$3,187,853

NOTES TO THE FINANCIAL STATEMENTS (CONT.) FOR THE YEAR ENDED MARCH 31, 2019

8. DEFERRED GRANTS FUNDING (continued)

	2019	2018
Balance brought forward	\$4,908,164	\$3,187,853
Emerging technologies	-	40,000
Regional Health Survey (RHS)	126,115	-
First Nations Labor and Employment Development Survey (FNLEDS)	379,995	189,850
Youth protection research project	10,134	138,785
Social Development Office (SDO)	104,048	-
Maltreatment of Elders	10,258	9,710
Reform of the Income Assistance Program	211,050	-
Income security capacity development	91,388	-
Fonds québécois d'initiatives sociales (FQIS)	984,214	-
	\$6,825,366	\$3,566,198

9. NET ASSET INVESTED IN PROGRAMS

	Net asset, beginning of year	Surplus for the year	Adjustments to previous years and transfer to net asset of ended or existing programs	Net asset, end of year
Core Funding (Management and administration)	\$383,266	\$ -	\$ -	\$383,266
HSIF - Governance	1,799	-	-	1,799
First-Line Services	6,697	-	-	6,697
North American Indigenous Games (NAIG)	836	-	-	836
Early childhood activities	563	-	-	563
Information resources activities	60,483	-	-	60,483
Regional Health Survey (RHS)	7,650	-	-	7,650
Balance carried forward	\$461,294	\$ -	\$ -	\$461,294

NOTES TO THE FINANCIAL STATEMENTS (CONT.) FOR THE YEAR ENDED MARCH 31, 2019

9. NET ASSET INVESTED IN PROGRAMS (continued)

	Net asset, beginning of year	Surplus for the year	Adjustments to previous years and transfer to net asset of ended or existing programs	Net asset, end of year
Balance brought forward	\$461,294	\$ -	\$ -	\$461,294
Social Development Office (SDO)	16,981	-	-	16,981
Meeting on Violence among Men	103	-	(103)	-
Québec ami des aînés (QADA)	6,456	-	(6,456)	-
Transfer of expertise from Fédération québécoise des organismes communautaires famille (FQOCF) and Regroupement pour la valorisation de la paternité (RVP)	9,343	-	-	9,343
Joint review on NIHB	43,242	-	-	43,242
Net asset of ended programs	375,573	-	6,559	382,132
	\$912,992	\$ -	\$ -	\$912,992

The surplus of certain programs has been transferred to the surplus of ended programs. Also, the unrestricted net asset of existing programs consists of surplus which come from unfinished programs, but will not be reinvested in the same project.

10. CASH FLOWS

	2019	2018
Cash and cash equivalents		
Cash	\$1,182,828	\$4,048,639
Term deposits	3,500,000	1,000,000
	\$4,682,828	\$5,048,639



NOTES TO THE FINANCIAL STATEMENTS (CONT.) FOR THE YEAR ENDED MARCH 31, 2019

11. PENSION PLAN

The employees of the Organization participate in the Native Benefits Plan (NBP). The NBP is a defined benefits plan and is intended for all employees of the First Nations of Canada. The employer contributes 1.82 times of the employee contribution in the pension fund. The contribution for aboriginal employees are 8.5% of their salaries and non-aboriginal employees are 4.6% or 6.8% of their salaries.

12. FINANCIAL INSTRUMENTS

Risks and concentrations

The Organization is exposed to various risks through its financial instruments, without being exposed to concentrations of risk. The following analysis provides a measure of the Organization's risk exposure at the balance sheet date, being March 31, 2019:

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Organization is exposed to this risk mainly in respect of its accounts payable.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Organization's main credit risks relate to its accounts receivable and grants receivable.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk : currency risk, interest rate risk and other price risk. The Organization is mainly exposed to interest rate risk.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Organization is exposed to interest rate risk on its fixed interest rate financial instruments. Fixed-interest instruments subject the Organization to a fair value risk.

NOTES TO THE FINANCIAL STATEMENTS (CONT.) FOR THE YEAR ENDED MARCH 31, 2019

13. CONTINGENCIES

Within the framework of some specific contributions' agreements, the Organization may have to refund the contributions' surplus unused. As at March 31, 2019, the amount of the contributions' surplus which can be subject to a refunding is estimated at \$52,600.

14. CONTRACTUAL OBLIGATION

In accordance with long-term capital lease ending in April 2022, the Organization rents offices for which the minimum lease payments until the end of the lease amount to \$659,500. The amounts required to be paid over the next four (4) years are approximately as follows:

\$213,900	in 2020
213,900	in 2021
213,900	in 2022
17,800	in 2023

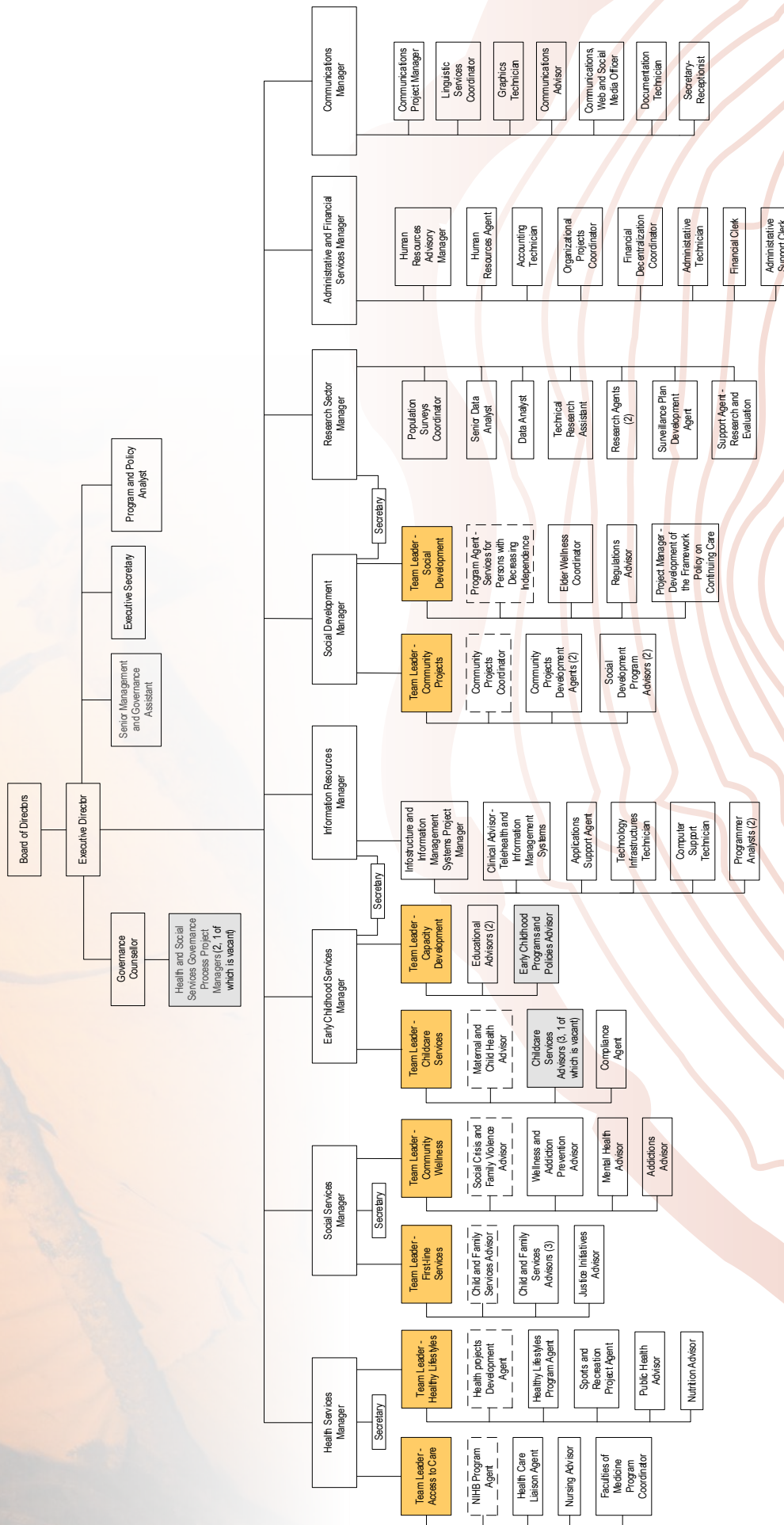
15. ECONOMIC DEPENDANCE

The First Nations of Quebec and Labrador Health and Social Services Commission receives the major part of its funding from federal governmental grants. The financial agreements are renewed yearly. In the event of the non-renewal of these agreements, the Commission's operations would be compromised.

APPENDIX



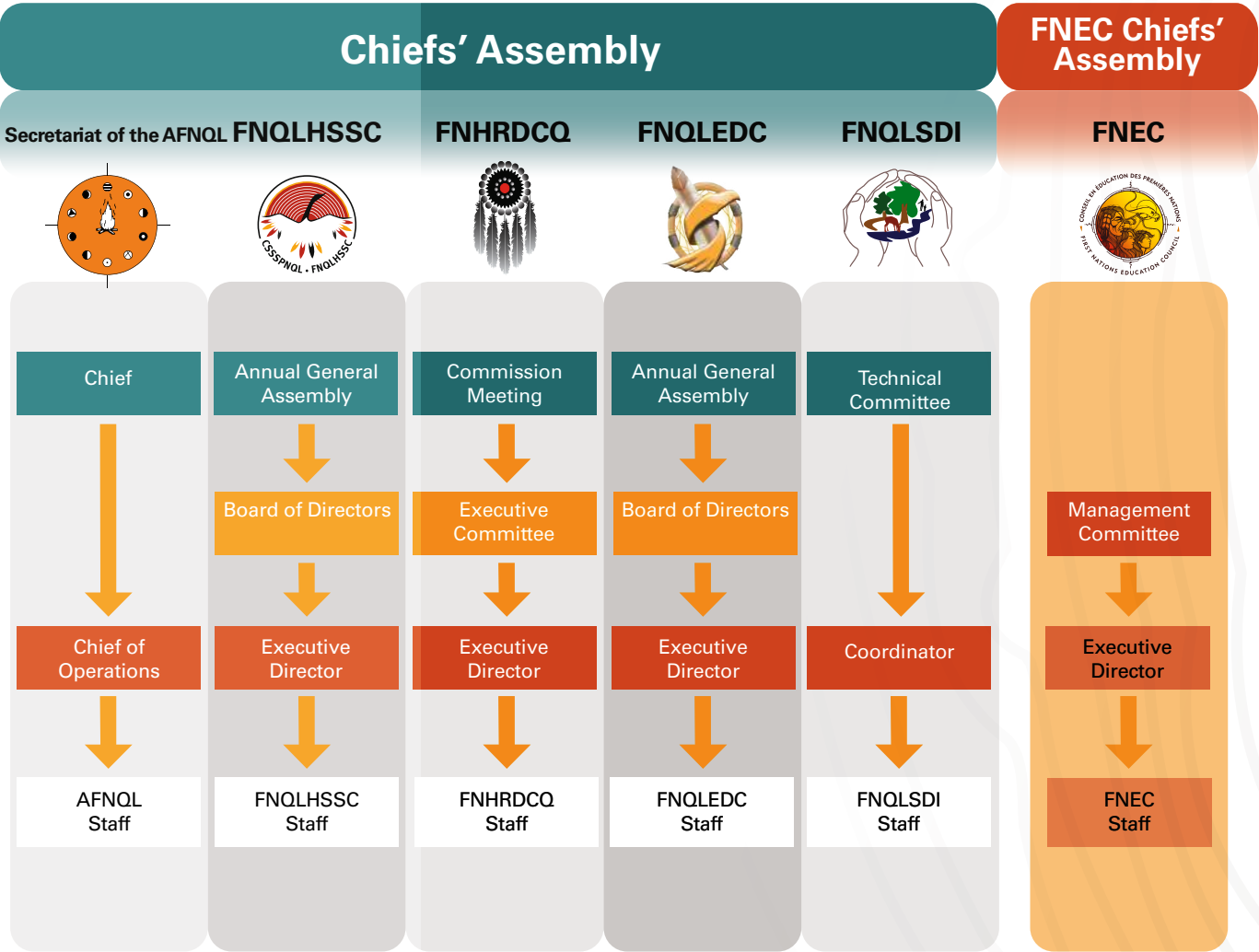
APPENDIX 1 - FNQ̄LHSSC FLOWCHART



APPENDIX 2 – LINES OF AUTHORITY BETWEEN THE CHIEFS’ ASSEMBLY AND THE REGIONAL COMMISSIONS AND ORGANIZATIONS (RCOS)

Assembly of First Nations Quebec - Labrador

Table illustrating the links between the Assembly of Chiefs and regional institutions of the AFNQL





VISION

First Nations individuals, families and communities are healthy, have equitable access to quality care and services, and are self-determining and culturally empowered.

MISSION

To accompany Quebec First Nations in achieving their health, wellness, culture and self-determination goals.



FIRST NATIONS OF QUEBEC
AND LABRADOR HEALTH
AND SOCIAL SERVICES
COMMISSION