



Tłıchǫ Community Services Agency

Health and Social Services ANNUAL REPORT

2020-21



Message from the Chairperson



We are pleased to present you with the Tłıchǫ Community Services Agency's Annual Report for 2020-2021.

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

The TCSA's Board members are appointed by their respective community governments so that each community in the Tłıchǫ region is represented on the TCSA Board. By adhering to strong governance practices, the Board ensures the Agency has the capacity and resources to meet both its short and long-term goals. This 2020-2021 annual report illustrates our work of putting community members first and highlights our commitment to innovating integrated services and new partnerships that support individuals and families.

Masi,

Ted Blondin
Chairperson,
Tłıchǫ Community Services Agency Board

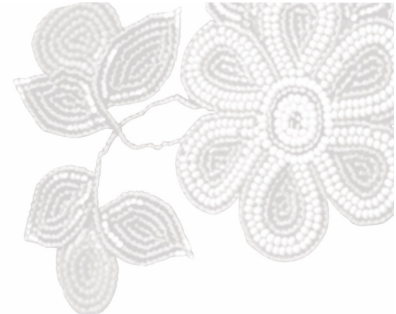


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EXECUTIVE SUMMARY



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

The TCSA's 2019-22 Strategic Plan is currently under development. It is grounded in current research and best practice for health and social programs serving indigenous communities, it is built upon the strengths and successes of our programs and services to date, and it reflects the new and continuing priorities of the Tłı̨chǫ Government and of the Government of the Northwest Territories. We look forward to continuing the intergovernmental and territory-wide partnerships that serve to strengthen the TCSA's program delivery in the service of those who live in the Tłı̨chǫ region. Our strategic priorities guiding our work include:

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

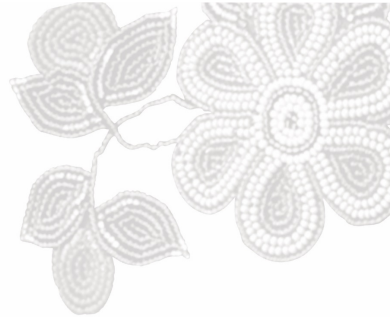
Our staff members are at the heart of our programs and services: we remain committed to supporting their continued development and learning. Creating a workplace culture that is safe, inspiring, and collaborative weaves through every priority area and goal of this operating plan. Only by investing in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

The strategic priorities, operational objectives, and key actions of our 2019-20 Operating Plan lay the foundation needed to pursue even greater excellence in service and care of clients, families, and communities. It is an ambitious plan that will no doubt present us with challenges, but we embrace those realities as opportunities to grow and improve as we move forward.

The Tłı̨chǫ language, culture, and way of life are integral to all that we do in the Tłı̨chǫ region: we remain committed to grounding evidence-based best practices in indigenous ways of knowing, being, and doing, and thereby supporting Chief Jimmy Bruneau's vision of being "Strong like Two People".



STRATEGIC CONTEXT

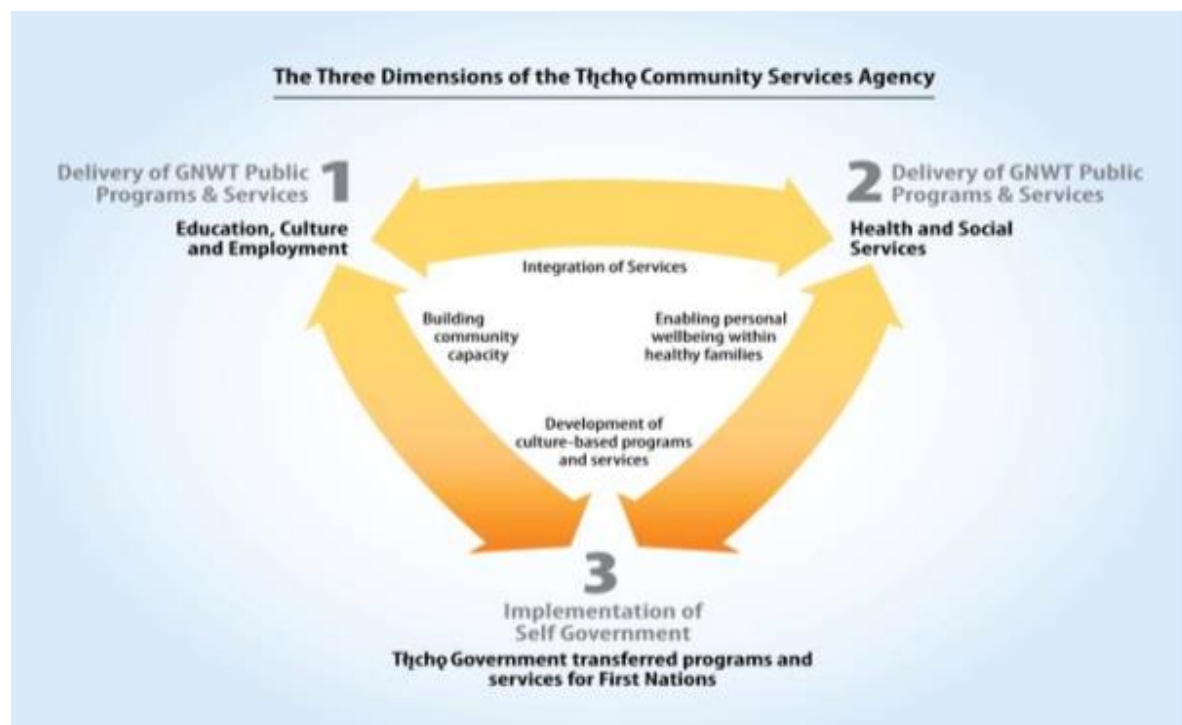


The TCSA at a Glance

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

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

Figure 1: Three Dimensions of the TCSA





The Structure of the TCSA

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

The current TCSA Board members include:

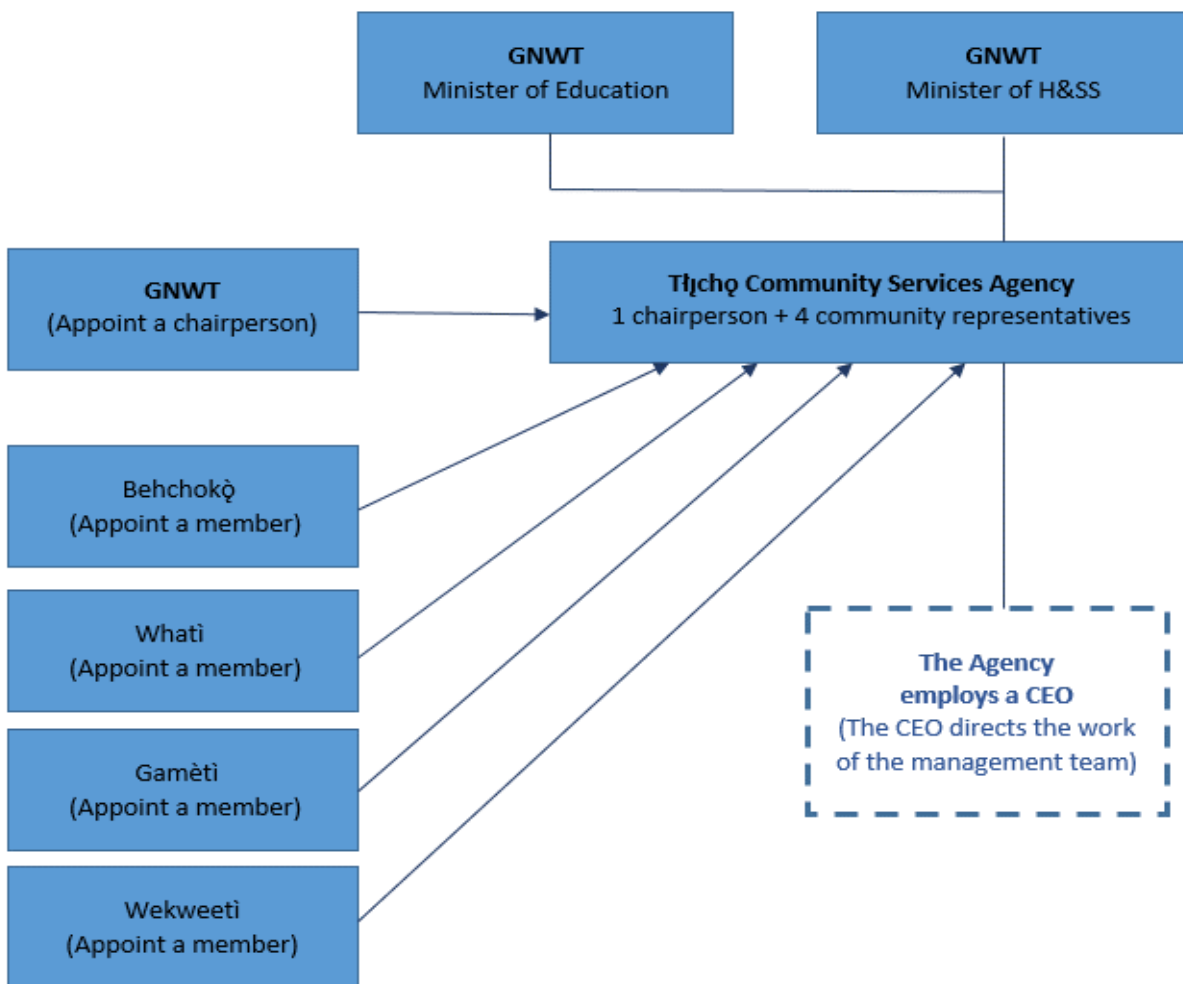
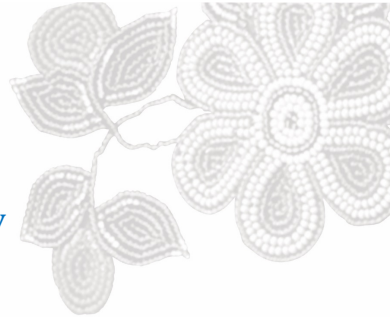
- Chairperson – Ted Blondin
- Behchokǫ Representative – Janita Etsemba
- Whatì Representative – Alex Nitsiza
- Gamètì Representative – Henry Gon
- Wekweètì Representative – Noella Kodzin



From L to R: Alex Nitsiza, Janita Etsemba, Noella Kodzin, and Ted Blondin. Missing: Henry Gon



Figure 2: Governance Structure of the Tłıchǫ Community Services Agency

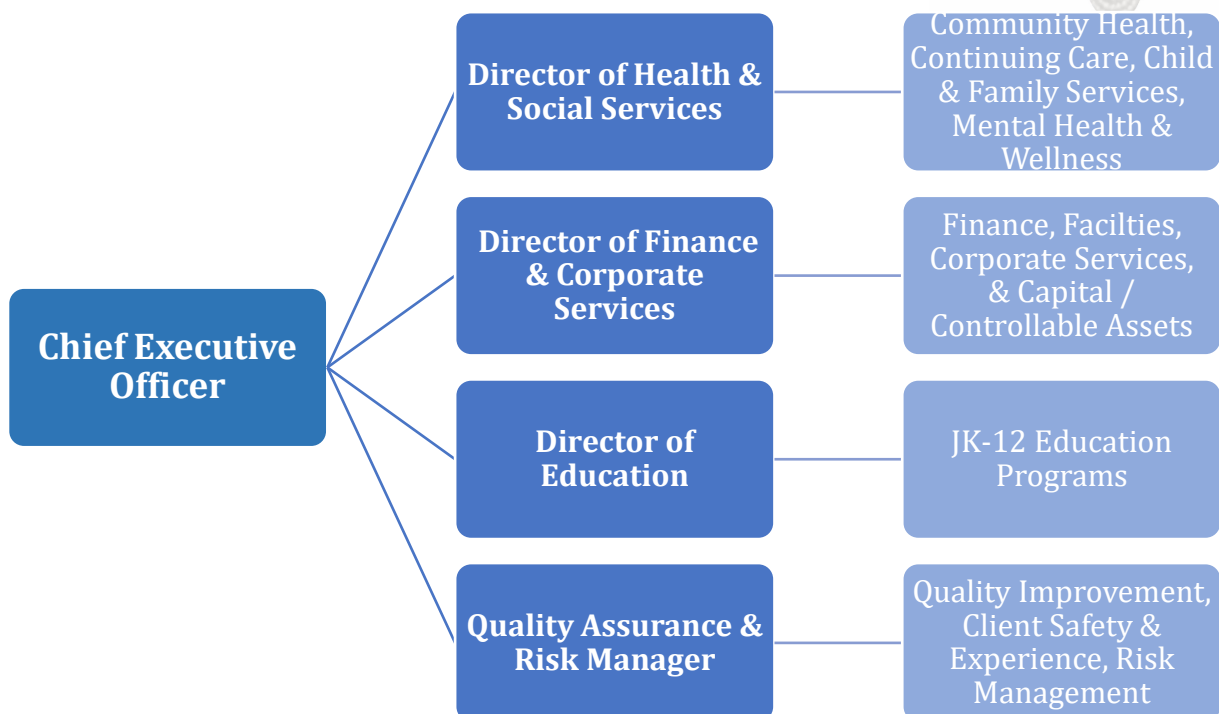


The TCSA is an intergovernmental services agency delivering programs in the areas of Education, and Health and Social Services. Thus, the administrative structure is different than that of other education authorities. The Agency employs a Chief Executive Officer who is responsible to direct the work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

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



Figure 3: Management and Program Function Structure of the TCSA



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

- **GNWT Child and Family Services:** The TCSA provides child protective services, foster care and adoption services, out-of-territory placement services, and adult services including elder support. We assist families in need through Voluntary Service Agreements (VSAs) and family violence programming. Family support and child protection also includes child welfare, early intervention, investigations, apprehensions, and court work. We provide rotational monthly visits to the communities of Whatì, Gametì and Wekweètì.
- **GNWT Mental Health and Addictions Services:** TCSA provides a community mental health and wellness program for both adults and youth through individual and family counsellors, and child and youth care counsellors (in schools). We provide individual counselling sessions, group sessions, addiction services, and assess for treatment packages / placements to territorial and out-of-territory treatment facilities as needed. We provide community counselling on a rotational basis to the communities of Gametì and Wekweètì.
- **GNWT K-12 Education:** Schools from Junior Kindergarten to grade 10 in all Tłı̨chǫ̀ communities and high school programming in Behchokò, Gamètì and Whatì. Inclusive schooling services for school age children include assessment, intervention, and



counseling support. There are also home boarding accommodation services for high school students from Wekweèti when they attend school in Behchokò or Whatì.

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

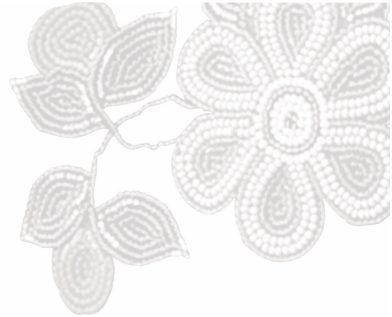


The Purpose of the TCSA

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

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





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

**Yati Negihzò
Wet’a Nàowo
Hòèlì**

Ìnèè edlàt’ò lemì xo gots’ò, T̀hichò dọne s̀ì, ts’eehwhì laani edeoèt’ì xè, k̀òta eyits’ò ndè k’è nezi nàg̀ìdè. Goet’̀ì g̀ìnà t’_à, nàowo k’egeezo, edaani asìì weghàlats’_eda eyits’ò nàowo wet’_a? aà hani hazhò chekoa hoghàgogehtò eyits’ò gonàowo wet’_à? aa t’_à, goèt’̀ì edegeehdà-ha d̀ì-le ajà. D̀ì ìteakw’_enò gots’ò, yahti eyits’_o ndèts’_ò K’_àowo gut’_ò ts’_endq ajà t’_à, gots’_ò hoeli-le ìlè, edaani goèt’̀ì, k̀òta, goyati eyits’_ò gonàowo hazò wexè ho? ò weghò hoèjìì lajà. Dọne ts’_ìlì t’_à ts’_endà-ha d̀ì lagòjà. Eyt’_ àlì...

**Nàowo
Weghàà
Eghàlageeda**

Gahxì T̀hichò Nèk’e Elets’_ats’_edi Gha K’_àodèè ts’_ìlì s̀ì, enìht’_èkò, nàèdì k’_èezòò ts’_òhk’e eyits’_ò dọ gha enìht’_è hohlè nàowo k̀òta yàzhièla dọne gits’_ò k’_àode-ha ts’_ìwò t’_à, edaani dọ ts’_àhoèhdì ìlè nezi weghàlaeda-ha s̀ì gots’_ò hoèhlì t’_à nezi weghàlats’_eda-ha ts’_edi. Eteot’_ì g̀ìlì t’_à etèxè nàgetso-ha gits’_ats’_edi-ha, didzèè edaani chekoa genda gha asìì k’egeezo-ha eyits’_ò edanni asìì weghàlats’_eda nàowo g̀ìnedì-ha hoghàgits’_etò-ha eyìì nàowo wet’_à? aà weghàà lani ts’_èwhì edeot’_ì xè nàgedè-ha, k̀òta nezi etèxè nàgedè-ha eyits’_ò gonèk’e nezi nàgedè-ha.

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

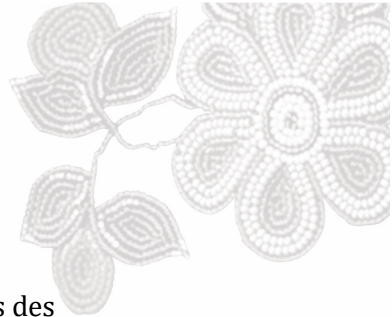
**Ìdaà Nàowo
Edàni
Weghat’_ì ha**

1971, ekò Kw’_ah̀tìdèè eneèkoa B̀ìnò wet’_àà Edzo enìht’_èkò wegòò wìzì wek’e wezòò adle ha s̀ì wets’_òdaàxàatò. Ekò k’_è nàowo nàke eyits’_ò yati nàke etèt’_èè chekoa hoghàgeetò gha wet’_àazà ghò xàyaìhtì ìlè. Ìdaà 1991 ts’_ò nahoòwo ekò enìht’_èkò gha k’_àodèè wegòò etègeèhd̀ì t’_à d̀àani edilàà ghàlagedaa ghò etèxègogedoò ekò Behchokò gots’_ò zòhdah naweet’_ì Elizabeth Mackenzie, Kw’_ah̀tìdèè B̀ìnò ìda gha xàyaìhtì ghò hadì, ìdaà nèhoìwo ǹìdè wets’_ò dọ “Dọ Nàke Làani Nagetso, ha.”



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

Preamble	<i>For thousands of years, Tłı̨chǫ people have lived in harmony with their families, their communities and with the land. Our people took pride in passing on our knowledge, skills, and values to each generation and in the excellence of this tradition, our survival as a people was assured. In this century we became dependent on the church and the government and in this loss of control, we find that our families, the community, language, and culture are threatened. Our very survival as a people is at stake. Thus...</i>
Mission of the Agency	<i>We, the members of the Tłı̨chǫ Community Services Agency are committed to the development of a continuum of care that will return control of education, health and social programs and services to the people of our communities, support them in the task of strengthening their families, promote the knowledge and skills they need to survive today and model the values they need to live in harmony with their families, our communities, and our land.</i>
Vision of the Agency	“Dọ Nàke Lani Nàts’etso...Strong like Two People”
	<i>In 1971 a frail Chief Jimmy Bruneau officially opened the new Edzo school that was to bear his name. On this occasion, he spoke of the importance of a model of bicultural and bilingual education where equal emphasis must be given to educating children in two cultures. Some years later in 1991 at a meeting to discuss the work of a new Board of Education, a respected Behchokò elder, Elizabeth Mackenzie, commented on her understanding of the words of Chief Jimmy Bruneau. She described his vision as asking for his people to be “Strong Like Two People”.</i>



Aperçu de l'Agence de services communautaires t̨ı̨chǫ̀ (ASCT)

Le but de l'Agence est d'améliorer la santé, le mieux-être et l'éducation des résidents des collectivités Tłı̨chǫ̀ en offrant à tous une gamme de programmes et de services intégrés et facilement accessibles. L'Agence assure la prestation des programmes et services d'éducation, de santé, de mieux-être et de services sociaux dans les collectivités ténéoises de Behchokò (Rae-Edzo), Gamètì (lac Rae), Wekweètì (lac Snare) et Whatì (lac La Martre).

Malgré sa création relativement récente (4 août 2005) dans le cadre de l'Accord t̨ı̨chǫ̀, notre agence œuvre depuis longtemps. Le paragraphe 7.10 de l'Accord t̨ı̨chǫ̀ demandait une *Entente sur les services intergouvernementaux* entre le gouvernement du Canada, le gouvernement des TNO et le gouvernement t̨ı̨chǫ̀. Cette entente établit l'Agence et s'assure qu'elle continue d'offrir les programmes et services pédagogiques, de santé et de services sociaux des organismes dont elle a émergé, notamment l'ancien Conseil des services communautaires de la région des Dogrib (1997-2005), le Conseil scolaire de division des Dogrib (1989-1997), et la Société scolaire de Rae-Edzo (1967-1989).

Le slogan de l'ASCT : « la force de deux peuples »

<p>Préambule</p>	<p><i>Depuis des milliers d'années, le peuple t̨ı̨chǫ̀ vit en harmonie avec la nature et accorde une place d'honneur à la famille et à la communauté. Notre population transmet avec fierté ses connaissances, ses compétences et ses valeurs de génération en génération; en excellant dans cette tradition, elle a assuré la survie de notre peuple. Au cours de ce siècle, nous sommes devenus dépendants de l'Église et du gouvernement, et cette perte de contrôle menace nos communautés, nos langues et nos cultures. Il en va de la survie de notre peuple. C'est pourquoi :</i></p>
<p>Mission de l'Agence</p>	<p><i>En tant que membres de l'Agence de services communautaires t̨ı̨chǫ̀, nous sommes très attachés au développement d'une gamme complète de soins qui redonneront le contrôle des programmes et services pédagogiques, de la santé et des services sociaux aux populations des collectivités, les appuieront pour renforcer les liens familiaux, favoriseront les connaissances et les compétences nécessaires pour survivre de nos jours et inspireront les valeurs permettant de vivre en harmonie avec la nature, nos familles et nos communautés.</i> « Dọ Nàke Lani Nàts'etso...La force de deux peuple »</p>
<p>Objectifs de l'Agence</p>	<p><i>En 1971, le tout frêle chef Jimmy Bruneau inaugurait la nouvelle école d'Edzo qui allait porter son nom. Dans son élocution, il a parlé de l'importance d'un modèle d'éducation biculturel et bilingue et souligné l'importance d'enseigner les deux cultures aux enfants. Vingt ans plus tard, en 1991, lors d'une réunion sur les travaux d'un nouveau conseil scolaire, une aînée respectée de Behchokò, Elizabeth Mackenzie, a parlé de son interprétation des mots du chef Jimmy Bruneau. Selon elle, il demandait à son peuple d'avoir « la force de deux peuples ».</i></p>



Planning Framework

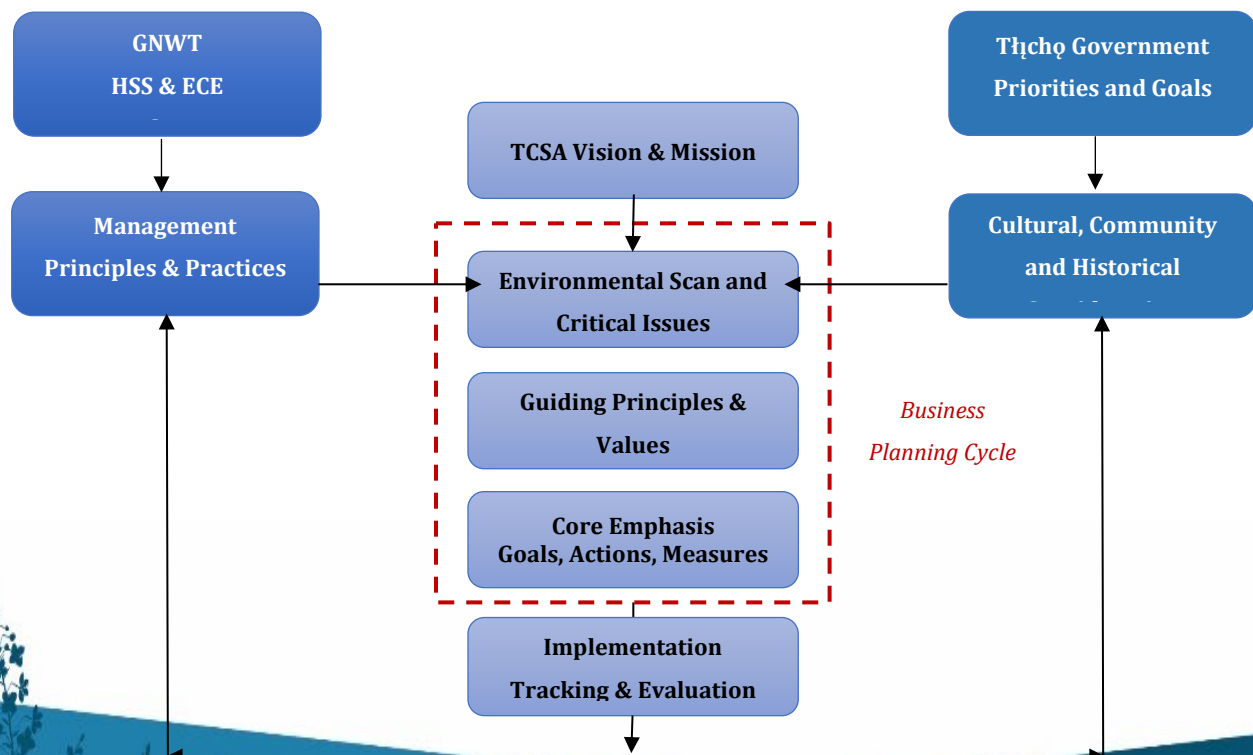
A Developmental Approach

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

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

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

Figure 4: TCSA Planning Framework





KEY ACCOMPLISHMENTS:

Progress on our Strategic Priorities and Operational Objectives

Culturally Responsive Programs and Services

Cultural Safety is a priority for all health and social services providers in the NWT. It is a fundamental element of service provision in the Tłıchǵo region given the mandate of the TCSA and the legislation guiding our work including the Tłıchǵo Land Claims and Self Government Agreement, and the Tłıchǵo Community Services Agency Act and Regulations. Developing strong, capable, healthy Tłıchǵo individuals and communities by enhancing program and service delivery that is grounded in the strengths of a positive cultural and community identity is foundational to our work.

Operational Objective: Improve the cultural safety and welcoming atmosphere of our facilities.

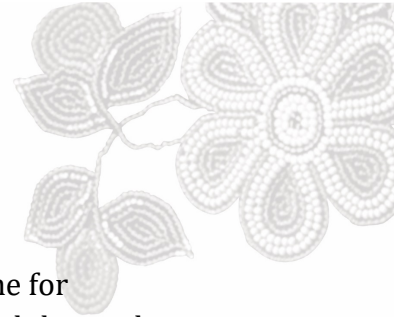
McConnell Foundation Grant

The McConnell Foundation is a private Canadian foundation that develops and applies innovative approaches to social, cultural, economic, and environmental challenges. This is achieved through grants and investing, capacity building, collaboration with grantees, partners, and the public.

The McConnell Foundation's Nourish Program aims to use the power of food to build health for people. This program empowers healthcare leadership in climate action and health equity. The foundation works across community, institutional, and policy to steward innovation to transition to a more preventative, equitable and sustainable health system.

The Jimmy Erasmus Seniors Home submitted a successful proposal "*Sharing Traditional Food for Health and Healing*" to address food insecurities that may have been impacted by Covid-19.





The proposal identified that the residents of JESH relied on fish and wild game for nourishment. The goal was to address food insecurity by increasing the availability and acceptability of gifted fish, birds, and wild game for the residents. It was developed based on the feedback and surveys from stakeholders, community members, staff, and residents.

The following activities were achieved:

- Establishment of an advisory group consisting of traditional (Indigenous) knowledge keepers, residents and their families, hunters, food service staff, and management to provide guidance on acquiring, preparing, and serving traditional food.
- Identifying community connections to secure wild game donations.
- Increased engagement with traditional knowledge keepers to share skills and knowledge on preparing traditional food including recipes.
- Implementing ways to process and prepare donations of game in the absence of a community butcher. Equipment was purchased to cut, wrap, and store wild game following best practices.
- Sharing resources purchased by project funding with community partners, if needed.

The grant funding improved the availability of traditional foods within our facility and ultimately, the overall well-being of our residents.

Best Health

The system-wide strategic direction of Best Health aims to promote healthy choices and personal responsibility through awareness and education, protect health and prevent disease, provide targeted access to services for high-risk populations, and to reduce disparities in health status and impacts of social determinants.

Operational Objective: Provide responsive programs and services informed by the health and wellness needs of our population.

COVID 19 Pandemic Response

In response to COVID-19, the Tłı̄ch̄o Community Services Agency in collaboration with the Northwest Territories Health & Social Services Authority and under the direction of the Department of Health & Social Services, Office of the Chief Public Health Officer, implemented multiple best practices and procedures to ensure the safety of our clients and staff during the 2020-21 year.



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

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



The first doses of the Moderna vaccine to protect against COVID 19 were administered to the residents and staff of the Jimmy Erasmus Seniors Home



Operational Objective: Establish, implement, and promote organizational standards of care.

Quality Improvement & Client Safety

Accreditation

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

TCSA achieved status of *Accredited with Commendation* upon completion of the full accreditation survey in September 2019 and successful submission of follow-up evidence in September 2020. The accreditation status remains in place until the next survey, anticipated in 2023. The preparation for the upcoming survey is underway and TCSA Senior Management continues to collaborate with Accreditation Canada on a regular basis.

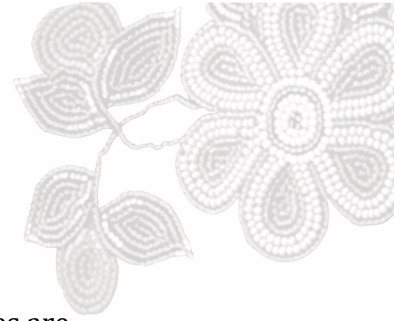
Privacy Management

An ongoing process has been established to ensure TCSA's compliance with the NWT privacy legislation, *Access to Information and Protection of Privacy Act*, and *Health Information Act* (HIA). The accomplishments during 2020-2021 include:

- Successful increase in the organization's privacy awareness that aids in building a strong privacy framework and maintains a strong privacy culture. The activities include:
 - Drafting privacy TCSA-wide policy to provide direction for staff in aligning operational activities with the Department of Health and Social Services' privacy policies.
 - In response to increased cyber incidents across healthcare organizations in Canada, all TCSA staff (Education and Health & Social Services) are instructed to complete Information Security Awareness Training, offered through the Office of the Chief Information Officer. November 2020 through April 2021, 43.22% of staff fully completed the training.
- Ongoing implementation of the *TCSA Privacy Training Plan*. The Plan provides a tailored approach to train TCSA staff considering their job position needs and information handling. The plan was approved by the TCSA Senior Management Committee in September 2020. Approximately, 73% of staff have successfully completed the training.



Best Care



The system-wide strategic direction of Best Care aims to ensure care and services are responsive to children, individuals, families, and communities, reducing gaps and barriers to current programs and services, enhancing the patient/client experience, and ensuring programs and services are culturally sensitive and respond to community wellness needs.

Operational Objective: Improve the quality of services provided to vulnerable children and families.

Child and Family Services

Family Preservation Program

The Family Preservation Program was implemented in the Tlicho region in January 2021. The TCSA has successfully recruited two candidates for the Family Preservation positions. These positions will work in collaboration with a Family Preservation Social Worker. The intended audience for this program is families with a Plan of Care Agreement, Supervision Order, and Temporary Custody Orders with children who have recently returned home.

The purpose of the Family Preservation Program:

- To assist with increasing family functioning and stabilization
- To assist with the prevention of children entering permanent care
- To support family reunification.

Key Program Principles:

- Family Centered/Relationship-based approach
- Culturally Safe
- Trauma Informed
- Harm Reduction & Strength-based approach





The participation level for the families is a minimum of 4 hours per week with additional support as needed. The length of participation is approximately 3-12 months.

The Family Preservation Program Team has a limited caseload of 10-15 families to ensure high quality, in-depth supports for families within the Tlicho region. These files are regularly reviewed with the Supervisor.

The Child Protection Worker remains the Case Manager for protection concerns and once the family is enrolled into the Family Preservation Program, the Family Preservation Worker becomes the lead for Integrated Case Management and family support. Some of the core support programs include but are not limited to youth programs, parenting and life skills programs including budgeting, meal preparation, sleep, and school schedules for children.

Mental Health & Wellness

Stepped Care 2.0

Work is underway to implement Stepped Care 2.0 into our region. It is an approach to mental wellness and addictions recovery in the NWT. Developing and implementing a Stepped Care approach is a public commitment and an action within the *Mental Wellness and Addictions Recovery Action Plan*.

This action was identified in response to engagement activities and feedback from:

- Individuals with lived/living experience
- NWT residents
- Multiple levels of staff within various departments of the GNWT
- NGO's and Indigenous Organizations
- Best evidence research and jurisdictional scans

Key Highlights:

- Stepped Care 2.0 provides rapid, same day, flexible access to wellness and mental health resources. Rapid upstream access is important since early intervention is key to preventing more serious health and mental health conditions. The approach is aimed at empowering clients to maximize and manage their own health to the best of their ability.
- It will ensure more rapid access to care through single-session walk-in clinics that offer solutions immediately with only minimal assessment.
- It will extend strength and solution-focused principles.



It will shift the emphasis on monitoring towards variables that are more predictive of therapeutic success, including client capacities, therapeutic engagement, and readiness to become more actively involved in the change process.

- It will extend the reach of the model to include health and mental health promotion and illness prevention activities through population-based programming.

Despite the impacts of COVID, the TCSA's Mental Health and Wellness program has continued to provide quality programs and services during the pandemic. A shift to strictly virtual care occurred, and as of September 2020 a return to in person appointments was achieved. There has also been a variety of mental health and wellness applications implemented into our services such as Tao, Wellness Together, and Wagon that provide online support to clients.

Better Future

The system-wide strategic direction of Better Future aims to build a sustainable health and social services system by enhancing the skills, abilities and engagement of the HSS workforce, supporting innovation in service delivery, improving accountability and managing risk, and using our resources appropriately and effectively. For the TCSA this means enabling organizational sustainability by developing our people and enhancing our organizational processes.

Operational Objective: Optimize our processes toward a foundation of quality and continuous improvement.

Risk Management

Risk management establishes prevention and reduction measures to mitigate the likelihood or impact of a risk event before it happens. A risk management process informs our strategic and operational decisions, which contributes to the TCSA achieving its overall objectives. It accomplishes this goal by allowing the TCSA to understand the principal risks facing the organization, the implication of the risks, and management strategies to address the risks.

The *TCSA Risk Management Framework* has been developed in 2020 and sets out four tools:

1. Risk Categories – TCSA tailored risk categorization supports identification of risks across all key aspects of business.
2. Risk Matrix – assists with severity rating application, by assessing the potential impact of the risk and its likelihood of occurring.
3. Bow-tie Risk Analysis – supports risk analysis and detects weak points or gaps in how TCSA manages risks.



Controls – seven types of controls are used in risk management, dependent on time.

A consistent approach will be taken to risk management within TCSA. The implementation of the *Risk Management Framework* was initiated during 2021, to be followed by post-implementation annual cycle that:

- ensures TCSA Risk Registers are updated annually,
- monitors risk and quality assurance activities, and
- provides direction and supports all TCSA staff on associated risk management responsibilities.



APPENDIX A: AUDITED FINANCIAL STATEMENTS



The TCSA is committed to ensuring our programs and services are sustainable and supported by strong financial management processes. To that end, the following activities were foundational to our 2020-21 operations:

- Enhanced accountability through improved financial policies and controls.
- Enhanced financial management through middle and senior management training.
- Enhanced operational and workforce planning through strategic review and oversight.

The financial results of our 2020-21 health & social services operations are summarized as below:

	2020-21 Budget	2020-21 Actual
REVENUE	\$	\$
Contribution from GNWT	18,722,080	20,072,896
Revenues from Other Sources	790,000	756,506
	19,512,080	20,829,402
EXPENSES		
Administrative & Support Services	2,140,958	1,651,091
Ambulatory Care Services	1,284,492	1,173,261
Community Health Programs	6,437,442	7,221,742
Community Health Programs	5,884,405	5,774,496
Long Term & Continuing Care	5,081,451	4,887,943
Emergency Response (COVID-19)	-	719,509
	20,828,748	21,428,042
Annual Operating Surplus/(Deficit)	(1,316,668)	(598,640)

The 2020-21 audited financial statements are attached separately.