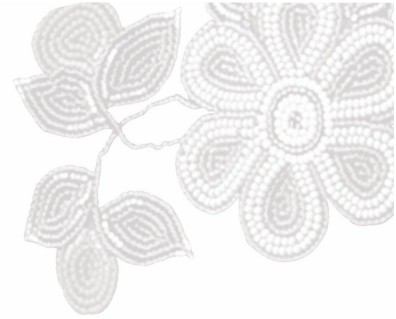


Tłıchǫ Community Services Agency

ANNUAL REPORT
2023-24



If you would like this information in another official language, call us.

English

Si vous voulez ces informations dans une autre langue officielle, contactez-nous.

French

Kĭspin ki nitawih-tĭn ē nĭhĭyawihk ōma ācimōwin, tipwāsĭnān.

Cree

Tĭchq yatĭ k'ĕĕ. Dĭ wegodi newq dĕ, gots'ō gonede.

Tĭchq

ʔerih-tĭ's Dĕne Sųĭnĕ yatĭ t'a huts'elkĕr xa beyāyatĭ theʔa ʔat'e, nuwe ts'ĕn yŏftĭ.

Chipewyan

Edĭ gondĭ dehǵáh got'je zhatiĕ k'ĕĕ edat'ĕh enahddhĕ nĭde naxets'ĕ edahĭ.

South Slavey

K'áhshŏ got'jne xadā k'ĕ hederĭ ʔedjht'ĕ yerĭniwĕ nĭdĕ dúle.

North Slavey

Jĭi gwandak izhĭi ginjik vat'atr'ijahch'uu zhit yĭnohthan jĭ', diits'āt ginohkhĭi.

Gwich'in

Uvanittuaq ĭlitchurisukupku ĭnuvialuktun, ququaqluta.

ĭnuvialuktun

Ć'bdq nnn^bΔ^ ΛRLJδR^ ΔδbηJc^sb^LJn^, D^c^n^ δc D^bcl^δ^δ^δn^.

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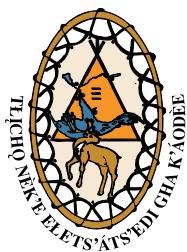
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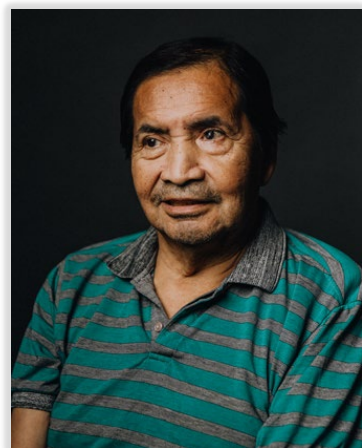
Aboriginal Languages Secretariat: 867-767-9346 ext. 71037

Francophone Affairs Secretariat: 867-767-9343

Government of Northwest Territories
Gouvernement des Territoires du Nord-Ouest



MESSAGE FROM THE CHAIRPERSON



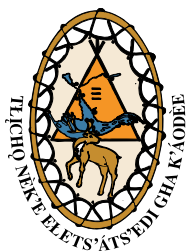
We are pleased to present you with the Tłchq Community Services Agency's Annual Report for 2023-2024.

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

The TCSA's Board members are appointed by their respective community governments so that each community in the Tłchq region is represented on the TCSA Board. By adhering to strong governance practices, the Board ensures the Agency has the capacity and resources to meet both its short and long-term goals. The 2023-2024 annual report illustrates our work of putting community members first. It highlights our commitment to innovative integrated services and new partnerships that support individuals and families.

Masi,

Ted Blondin
Chairperson,
Tłchq Community Services Agency Board



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



The hard work and dedication of staff across our organization resulted in the Tłıchǵo Community Services Agency's (TCSA) ability to provide quality programs and services to the Tłıchǵo region. We are committed to the health and safety of our employees and communities.

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

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

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

Masi,

Kevin Armstrong
Chief Executive Officer,
Tłıchǵo Community Services Agency



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STRATEGIC OVERVIEW

The Tłchq Community Services Agency (TCSA) was established under the Tłchq 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 Tłchq 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 *Tłchq Community Services Agency Act*. (A copy of this legislation is available in the GNWT website at <http://www.justice.gov.nt.ca/>.)

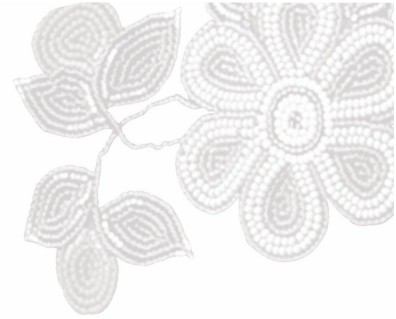
The TCSA's 2022-26 Strategic Plan is grounded in current research and best practice for health and social programs serving Indigenous communities, it is built upon the strengths and successes of our programs and services to date, and it reflects the new and continuing priorities of the Tłchq Government 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 Tłchq region. Our strategic priorities guiding our work include:

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

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

The strategic priorities, operational objectives, and key actions of our 2023-24 Operating Plans for the agency provide the foundation to pursue excellence in the education, service, and care of clients, students, families, and communities. They are ambitious plans that provide the agency opportunities to grow and improve in our strategic priorities.

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



STRATEGIC DIRECTION

The TCSA at a Glance

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

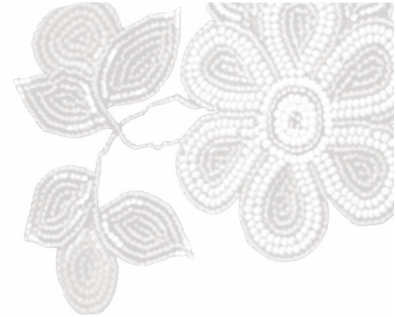
The TCSA, unlike other Education and Health & Social Services authorities in the NWT, has three dimensions, as outlined in Figure 1.

Figure 1: Three Dimensions of the TCSA





The Structure of the TCSA



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

The current TCSA Board members include:

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



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

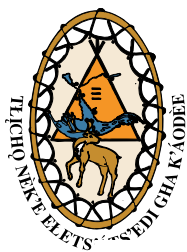
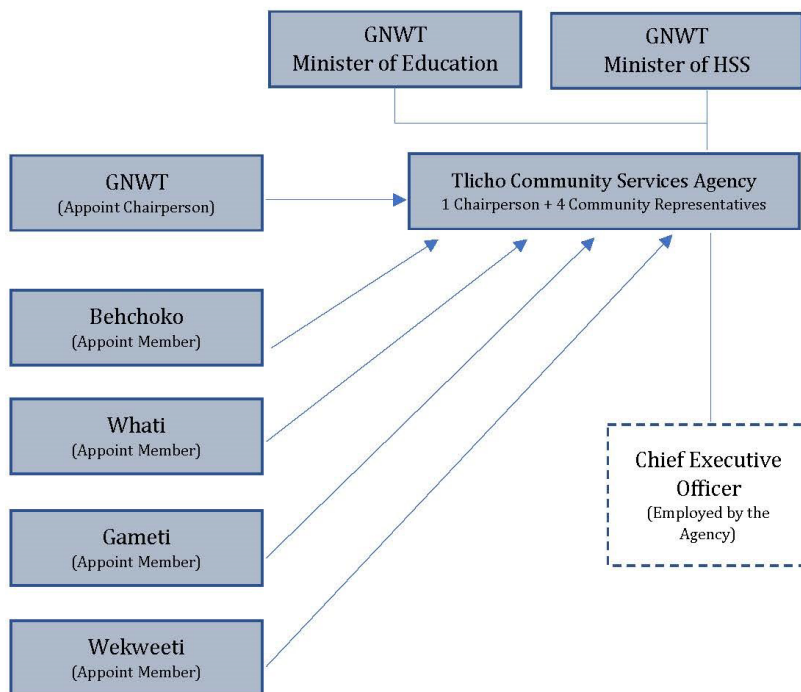


Figure 2: Governance Structure of the Tłıchǫ Community Services Agency



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

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

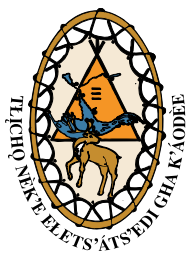
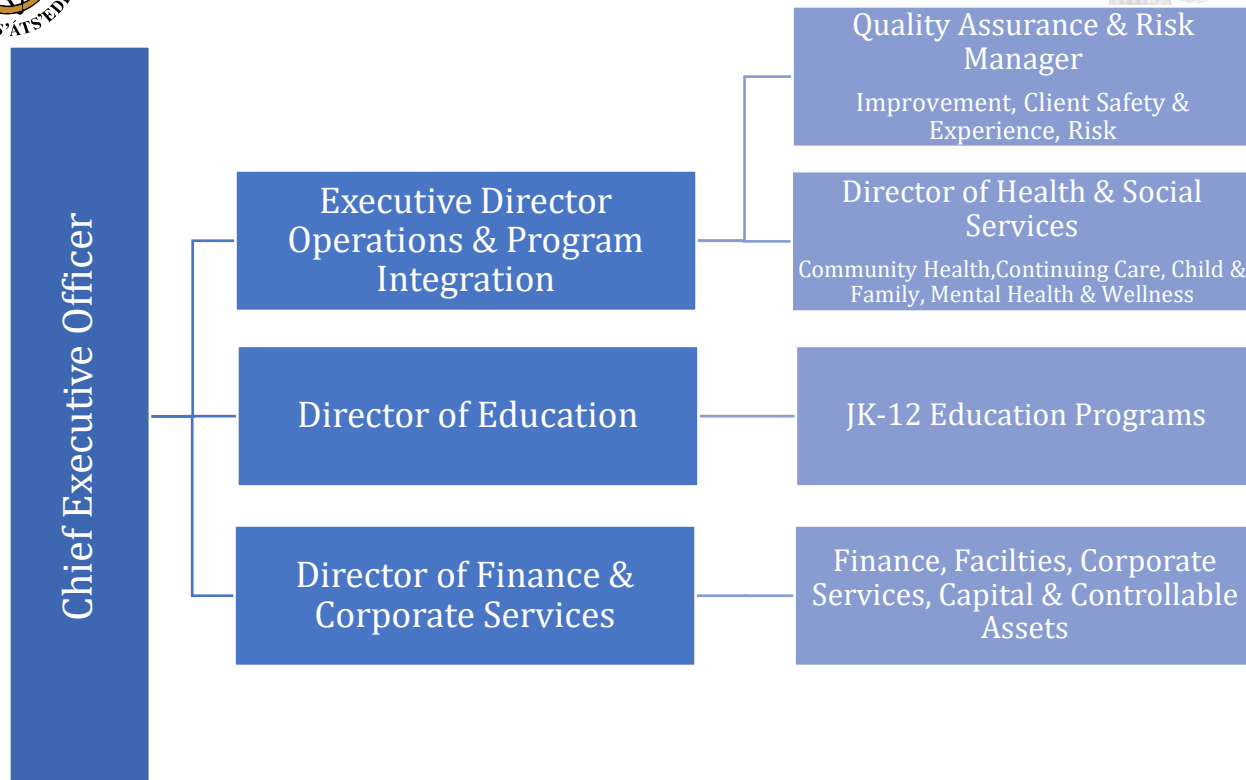


Figure 3: Management and Program Function Structure of the TCSA



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

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



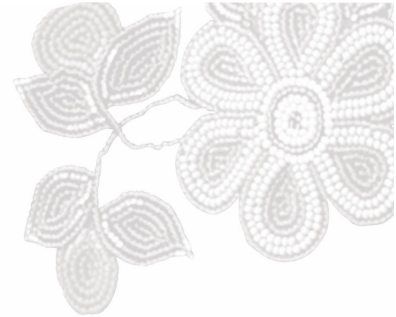
GNWT K-12 Education: Schools from Junior Kindergarten to grade 10 in Wekweètì and Junior Kindergarten to grade 12 programming in Behchokò, Gamètì, and Whatì. Inclusive schooling services for school age children include assessment, intervention, and counseling support. There are also home boarding accommodation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

- **GNWT Community Healthcare:** Primary health and public health care services are available in all communities and include well adult, well child, prenatal care, communicable disease, school health, chronic disease management, emergency / after-hour care, laboratory and diagnostics, and health promotion. Dental services are provided through contracted services providers, Ambulance and Emergency Services are provided in Behchokò.
- **GNWT Continuing Care and Independent Living:** TCSA is responsible for an 18-bed long term care facility (est. 2016), located in Behchokò, with one bed designated for respite and another for palliative care. The Agency provides residential care, recreational programming, and community & Elder day programming. The TCSA also has established home care programs in three communities (Behchokò, Whatì, and Gamètì) through which home support, nursing, and palliative support to those requiring the service are provided.
- **GNWT Quality Assurance and Risk Management:** The TCSA is accountable for planning, developing, and implementing systematic and integrated processes to monitor and evaluate client safety and quality improvement initiatives of all services provided by TCSA. Risk management is being proactive, preventative, and seeking opportunity to prevent and to mitigate the likelihood or impact of a risk event before it happens. This program oversees both health and social services and education.

Foundational to all program and service areas is the commitment to safe, quality, relationship-based, client and family centered care.



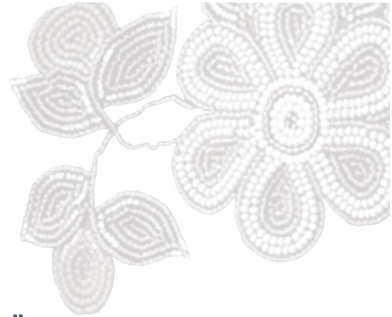
The Purpose of the TCSA



The purpose of the Tłı̨chǫ̀ Community Services Agency (TCSA) is to improve the health, wellness, and education of the people in Tłı̨chǫ̀ communities by providing a range of accessible, integrated programs and services. The Agency manages the delivery of education, health, wellness and social programs and services for the NWT communities of 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 *Tłı̨chǫ̀ Agreement*. Section 7.10 of the Tłı̨chǫ̀ Agreement called for an *Intergovernmental Services Agreement (ISA)* between the Government of Canada, the Government of the NWT, and the Tłı̨chǫ̀ 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 Wèghàà Eghàlageeda: “Dọ Nàke Lani Nàts’etso”

**Yati Negihzò
Wet’a
Nàowo Hòèlì**

Ìnèè edlàt’ò lemì xo gots’ò, Tĭchq dọne sù, ts’eehwhì laani edeoèt’ì xè, kòta eyits’ò ndè k’e nezi nàgùdè. Goet’ù gɪnà t’à, nàowo k’egeezọ, edaani asì weghàlats’eda eyits’ò nàowo wet’a? aà hanì hazhọ chekoa hoghàgogehtọ eyits’ò gonàowo wet’à? aa t’à, goèt’ù edegeehdà-ha dui-le ajà. Dìi ìeakw’enọ gots’ò, yahti eyits’ò ndèts’ò K’àowo güt’ò ts’endq ajà t’à, gots’ò hoeli-le ìè, edaani goèt’ù, kòta, goyati eyits’ò gonàowo hazọ wexè ho? ọ weghọ hoèjù lajà. Dọne ts’ìlì t’à ts’endà-ha dìi lagòjà. Eyt’ àlì...

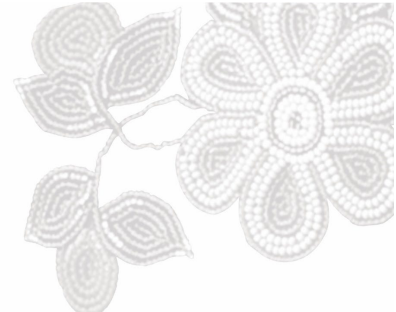
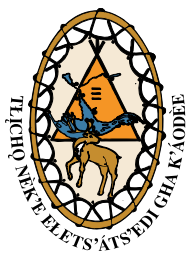
**Nàowo
Wèghàà
Eghàlageeda**

Gahxì Tĭchq Nèk’è Eĕtets’ats’edi Gha K’àodèè ts’ìlì sù, enìhtl’èkò, nàèdì k’èezọ ts’òhk’e eyits’ò dọ gha enìhtl’è hohlè nàowo kòta yàzhìèla dọne gits’ò k’àode-ha ts’ìwọ t’à, edaani dọ ts’àhoèhdì ìlè nezi weghàlaeda-ha sù gots’ò hoèhlì t’à nezi weghàlats’eda-ha ts’edi. Eĕeot’ù gɪlì t’à eĕexè nàgetso-ha gits’ats’edi-ha, didzèè edaani chekoa genda gha asì k’egeezọ-ha eyits’ò edanni asì weghàlats’eda nàowo gɪniedi-ha hoghàgits’etọ-ha eyìi nàowo wet’à? aà weghàà lanì ts’èwhì edeot’ù xè nàgedè-ha, kòta nezi eĕexè nàgedè-ha eyits’ò gonèk’e nezi nàgedè-ha.

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

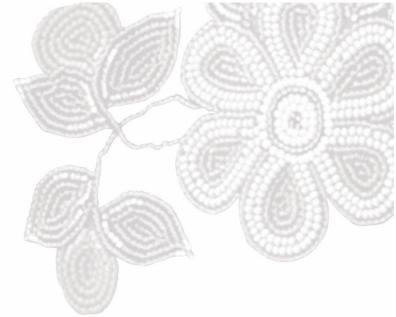
**Ìdaà Nàowo
Edàni
Weghat’ì ha**

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



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

<p>Preamble</p>	<p><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></p>
<p>Mission of the Agency</p>	<p><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></p>
<p>Vision of the Agency</p>	<p>“Dọ Nàke Lani Nàts’etso...Strong like Two People”</p> <p><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 Behchokǝ 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></p>



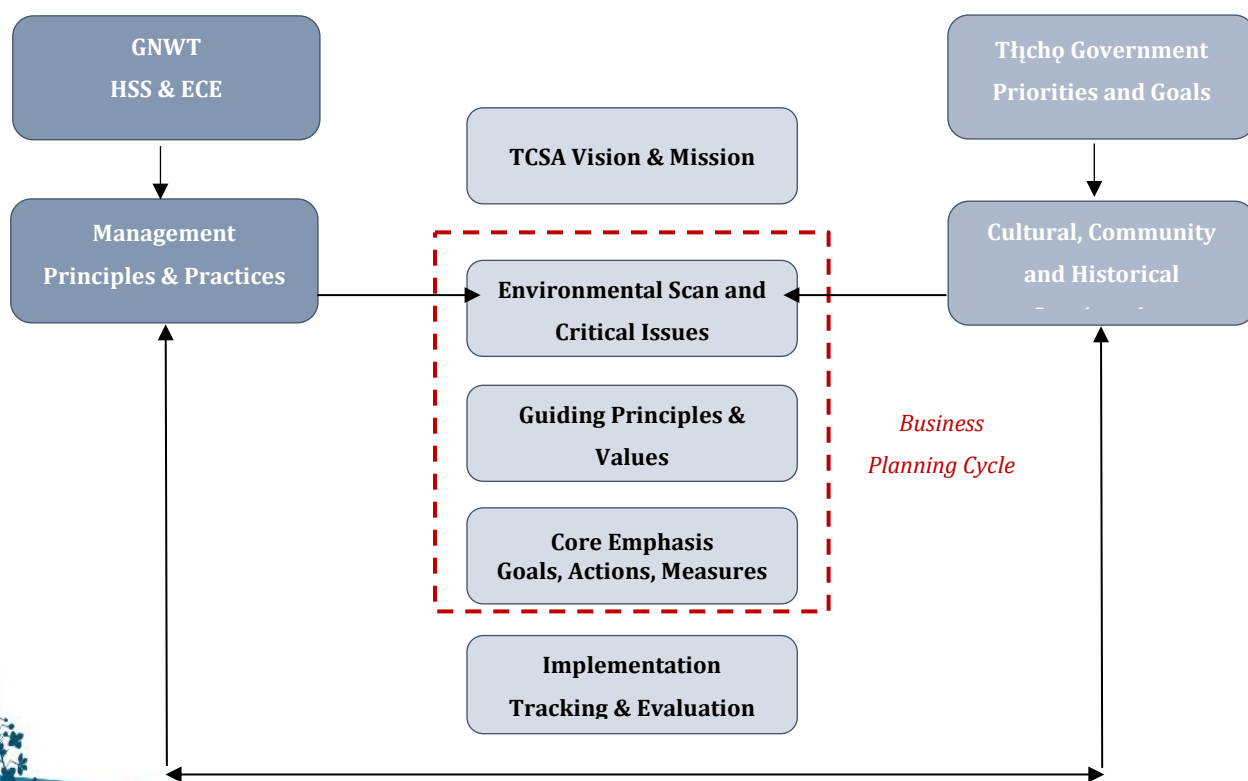
Planning Framework: A Developmental Approach

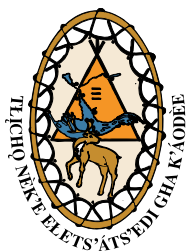
The Tłichǒ Community Services Agency is amidst ongoing development at every level—the governance, administrative, and programming and service delivery levels. This is best understood as areas of transition that support the Agency’s unique evolution:

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

In most respects the Agency is currently a GNWT agency, established under GNWT legislation and reporting primarily to the GNWT. Eventually, the Agency is to evolve into a “Tłichǒ 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 Tłichǒ Government systems.

Figure 4: TCSA Planning Framework





HEALTH & SOCIAL SERVICES PROGRAM STATISTICS



9991
Health Centre
Encounters



1290
Afterhours
Visits



283
Medevacs



2270 Visits for Mental Health & Wellness supports



77 Voluntary Services Agreements with families



16 families and youth accessed Family Preservation supports and services



1591 Visits for Public Health programs



HEALTH & SOCIAL SERVICES EMPLOYEE STATISTICS

The Tlcho Community Services Agency provides services to 2983 residents of the Tlcho Region.



160 Employees

85.63% Female Employees

51.25% Indigenous Employees

44 Years Employee Average Age

8.4 Years Employee Average Service



KEY ACCOMPLISHMENTS: HEALTH & SOCIAL SERVICES

EMERGENCY PREPAREDNESS AND RESPONSE

During the summer of 2023, several communities within the Northwest Territories were significantly impacted by wildfires and evacuations. The TCSA was involved in emergency preparedness and response for the communities of Behchoko and Wekweeti in the Tłı̨chǫ̀ region.

In partnership with the NWT Emergency Management Organization (EMO) and the Northwest Territories Health & Social Services Agency (NTHSSA), mitigation and evacuation plans were promptly actioned. The Behchoko wildfire resulted in the evacuation order for the entire community to Yellowknife. The staff at the Jimmy Erasmus Seniors Home in partnership with the NTHSSA quickly and safely evacuated all Long-Term Care residents to other facilities across the NWT, with the majority of residents transferred to Norman Wells.



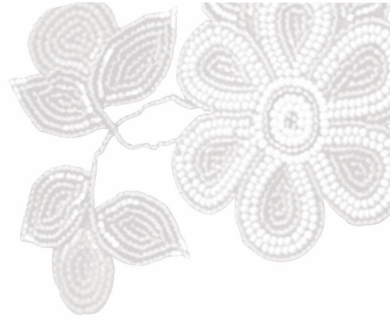
When the fire approached Behchoko, the Marie Adele Bishop Health centre was forced to close. As community members arrived at the Yellowknife Evacuation Centre, the TCSA and NTHSSA continued to ensure program and services were delivered to those impacted, including overseeing the registration process for residents that were displaced.

FAMILY PRESERVATION PROGRAM

The Family Preservation Program was implemented in the Tłı̨chǫ̀ region to support families receiving child protection or prevention services. Family Preservation promotes family choice, family ownership, family self-determination, and wrap around services that are tailored to the needs of each family to support with:

- Family functioning
- Family stabilization
- Prevent children who are involved with CFS from





entering into permanent care

- Support family reunification.

Some of the core services offered through the Family Preservation Program are:

- Culturally safe, wrap around supports
- Parenting and family supports
- Service coordination and system navigation
- Support with household routines and management, housing, and food security

In 2023-24, 10 families and 6 youth accessed the Family Preservation services.

The Tłchq Family Preservation Program is comprised of 4 Family Preservation Workers and 1 Family Preservation Supervisor. Further expansion is planned for 2024-25.

VOLUNTARY SERVICES AGREEMENTS

In 2023, the Tłchq Child & Family Services division supported 77 families using Voluntary Support Agreements (VSA). Voluntary Support Agreements can help provide services and support to children, youth, and parents without giving up their legal rights and responsibilities towards their child. It provides a variety of preventative supports such as counseling, parenting education, referrals to alcohol and drug treatment, mental health support, and services to improve a family’s financial situation. VSA’s are meant to help when there is no other help available from family, friends, or other community services. The goals of these services are to support families so they can remain intact and raise their children successfully.



MENTAL HEALTH & WELLNESS STRATEGY

The Tłchq Community Services Agency committed to working collaboratively with the Tłchq Government to develop a long term, comprehensive Mental Health and Wellness Strategy known as The Tłchq Healing Path.

This partnership began on February 21, 2021 when the Assembly, Chiefs Executive Council, and the Board of Directors of the Tłchq determined that a new approach was needed, and that each organization had important roles to play.





In 2023, the TCSA partnered with the Tlicho Government to collaboratively deliver mental health services and activities for adults and youth:

- Youth Led Addiction Awareness Workshop
- Naloxone Training for community members
- Applied Suicide Intervention Training for community members
- Mental Health First Aid Training for community members
- River of Life Workshop-a program focused on teaching youth about suicide prevention and coping skills. Developed by TCSA Mental Health & Wellness in partnership with TCSA Education and Tlicho Government.



BEHAVIOURAL HEALTH CONSULTANT

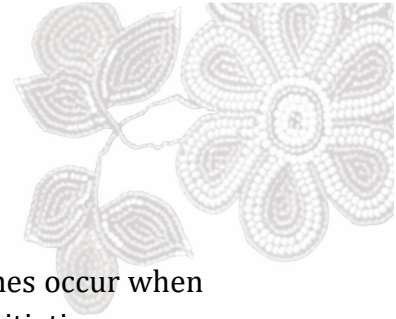
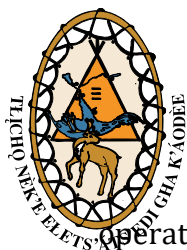
A Behavioural Health Consultant (BHC) works with a patient's health care team to support patients with a wide variety of mental health, psychosocial, motivational, and medical concerns including management of anxiety, depression, substance abuse, anger, bereavement, smoking cessation, sleep hygiene, chronic pain, and diabetes, among others.

In 2023, the TCSA piloted the establishment of a Behavioural Health Consultant at the Marie Adele Bishop Health Centre in Behchoko. The Behavioural Health Consultant meets with patients referred by the Community Health Nurses to ask about their physical symptoms, any emotional concerns they may have, their behaviours', and how all of these might be related. Appointments are approximately 20 - 30 minutes in length. The Behavioural Health Consultant will offer brief treatment after the initial assessment that is focused on finding solutions. The Behavioural Health Consultant sees clients of all age, including children, teens, adults, and older adults.

QUALITY IMPROVEMENT AND PATIENT SAFETY

With rapidly evolving patient needs, growing regulatory requirements, and new technological advances, it is increasingly important to have quality and risk management incorporated into an organizations core programming.

Risk management and quality assurance face new and unique challenges that impact patient care and experience, with both streams focusing on patient safety and the overall



Operations of the healthcare organization. The most effective patient outcomes occur when risk prevention, reporting, improvement, and learning is an organizational initiative.

By fostering a culture where healthcare providers are empowered to speak up, the Tłchq Community Services Agency can use incident reports and other sources of information to manage risk, influence key decision makers and leaders, and ultimately impact patient safety and quality care.

In 2023, the TCSA hired a Quality Assurance and Risk Manager (QARM) who has quality and risk oversight of the entire organization from front-line delivery of services, support services such as maintenance and housekeeping, to administrative responsibilities at the senior management level, including being accountable to the board of directors. This position serves both TCSA Health & Social Services and Education.

POLICY MANAGEMENT AND TRAINING

The Tłchq Community Services Agency established a Policy Management System to support staff in their decision-making and to ensure consistency and clarity of actions, define roles and responsibilities, and facilitate effective administration of operations. This system will ensure a standardize development of standard operating procedures (SOPs) and organizational policies across all program areas. As part of the implementation process, the TCSA conducted a thorough review of all organizational policies and procedures, developed a standardized policy and procedure template, and policy monitoring system.

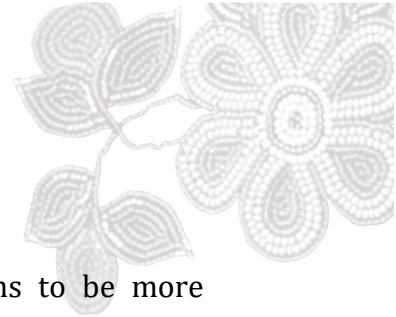


A Policy Committee has been established to regularly review, update, and approve policies for distribution to staff.

ACCREDITATION

The Tłchq Community Services Agency successfully completed its first Accreditation Canada Survey in September 2019 and achieved Accreditation with Commendation. This meant that the TCSA surpassed the fundamental requirements of the Accreditation program.

Accreditation is a four-year cycle of assessment and improvement, where healthcare organizations work to meet standards and raise the quality of their services. The program

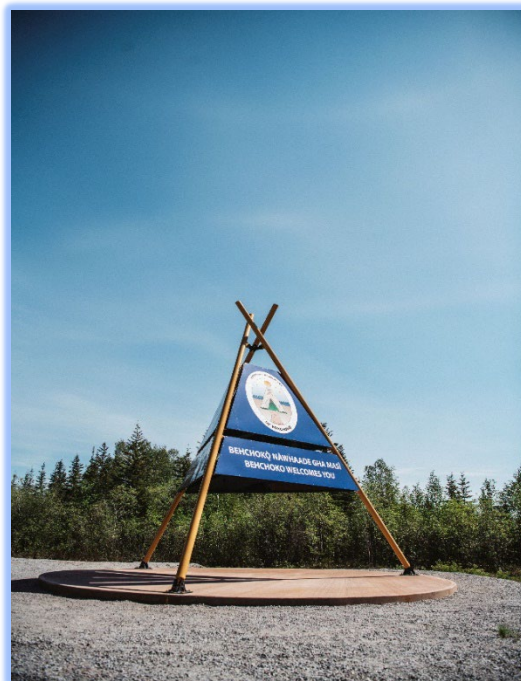


Identifies and rewards competence and innovation, helping organizations to be more efficient.

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

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

During 2023-24, the TCSA continued to meet and maintain compliance with Accreditation Canada's standards, including preparation for the next onsite survey scheduled to take place in April 2024.



LEARNING AND DEVELOPMENT

The Tłı̨chǫ Community Services Agency is committed to investing in opportunities that support employee knowledge, growth, and development. In 2024, the TCSA implemented a Clinical Nurse Educator position to oversee training and education to all staff.

Clinical Nurse Educators (CNE) are valuable members of any healthcare organization. Their main duties include assessing health care provider's learning needs and using clinical best practices and client outcomes to plan and implement learning activities and to coordinate the delivery of training.

TCSA's Clinical Nurse Educator, coordinates training and education for all staff, across all Health & Social Services program areas. This position is key to monitoring the Agency's training and development, ensuring all staff are up to date on their training needs including orientation, mandatory training, and annual certifications.



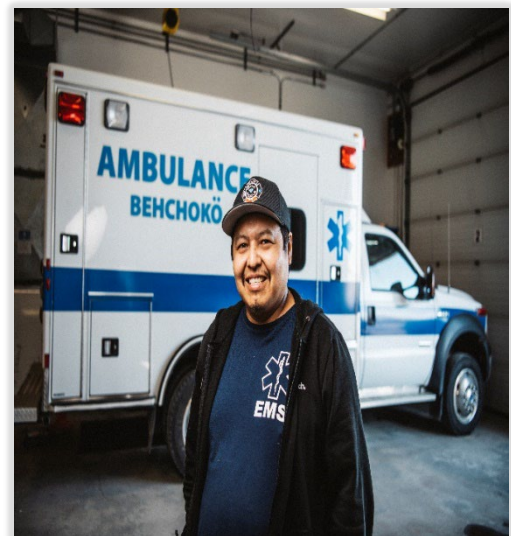
Since January 2024, the Clinical Nurse Educator has led many training initiatives including:

- **Health Information Act (HIA) and Privacy Training**-a mandatory, annual training requirement for all staff to ensure the protection of client privacy and personal health information (83 participants)
- **Best Foot Forward Program**-a train the trainer program that was conducted to teach front line staff advanced foot care (9 participants)
- **WHMIS**-an online training certification which is mandatory for all staff who handle cleaning and biohazard products (75 participants registered)
- **Nonviolent Crisis Intervention Program**-a training program designed to help organizations identify, prevent, and de-escalate a crisis (45 participants)
- **Cultural Safety & Anti-Racism Training**-a two day in person training session to build staff knowledge, self-awareness, and skills to address anti-Indigenous racism within the Health & Social Services system (20 participants)
- **Additional Learning and Development for 2024-25:**
 - Basic Life Support, CPR and First Aid
 - N95 Tester Trainer Course
 - New ECG Training (new machines to roll out in July 2024)
 - Community Health Nurse Orientation Program
 - Indigenous Palliative Care Training

EMERGENCY MEDICAL RESPONDER TRAINING

An Emergency Medical Responder (EMR) provides immediate lifesaving care to critical patients who access emergency medical services. EMRs have the knowledge and skills necessary to provide immediate interventions while awaiting additional Emergency Medical Services to arrive. EMRs can assist Registered Nurses (RN), Nurse Practitioners (NP) and Physicians at the scene of emergencies and during transport. Emergency Medical Responders are a vital part of the Tłı̨chǫ Community Services Agency.

Currently, EMR training is not offered in the north which historically has hampered our ability to hire from the Tlı̨cho region. Our goal is to build capacity in our communities. In partnership with the Tłı̨chǫ Government, the TCSA has developed a two-year training plan to offer 4





local EMR courses. This training will bring southern instructors into the communities to train community members and build our capacity to hire locally, throughout the region.

In the Fall of 2023, the TCSA delivered an EMR training program in Behchoko. Four candidates successfully completed the training. Another training session is planned for May 2024.

RECRUITMENT & RETENTION

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

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



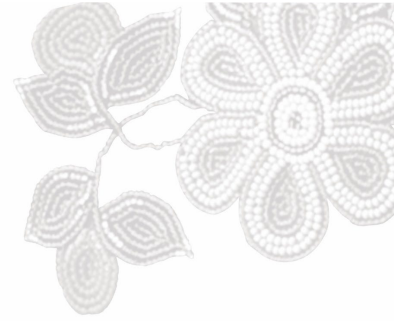
The TCSA is working with the Department of Health and Social Services, the Department of Finance, Human Resources and the Northwest Territories Health & Social Services Authority to develop a strategy to address the staffing challenges and mitigate risk to the communities we serve.

A series of measures have been put in place since 2022 to address recruitment and retention challenges that have been approved by the GNWT's Financial Management Board Secretariat.

These measures – which are part of a phased approach to addressing concerns brought forward by staff through recent engagements such as surveys and other means of feedback – are primarily targeted at our recruitment processes and initiatives.

Expanding Skill Mixes to include Paramedics

The Health and Social Services Authorities have established contracts to provide paramedic support to remote and isolated communities and acute care emergency room operations. During extreme staffing shortages over the past year, paramedics were able to successfully assist during emergency visits to health centres and with patient assessments and management.

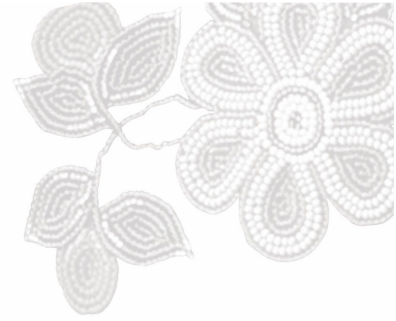


Friend and Family Travel Program

The holiday season is a time to be with family and friends, the Health & Social Services Authorities offered all casual, term, and indeterminate front-line nurse practitioners, registered nurses and physicians who were scheduled for a minimum of five days between December 20, 2023, to January 4, 2024, the opportunity for financial support to bring up to two family members or friends to their northern place of employment. The program covered the costs of the flights to a maximum of \$2,000 per employee.



EDUCATION PROGRAM STATISTICS



892
Students

377 students
Received Speech
Language Services

83%
Chronically
Absent



59.4 % of kindergarten students are at or above the 25th percentile and **18.9%** above the 50th percentile



48.0% of students closed their reading gap by more than one level compared to **34.6%** in 2023



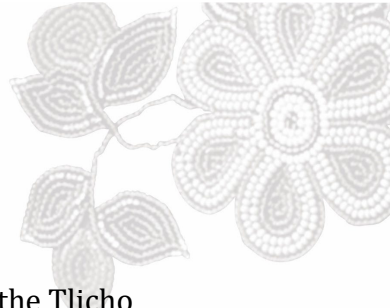
58% of students created a career portfolio



34% of Tlicho grade 4 students and **61%** of grade 7 students report going to bed after midnight on school nights (MDI)



77% of grade 4 and **63%** of grade 7 students reported a healthy adult relationship in their lives



EDUCATION EMPLOYEE STATISTICS

The Tlcho Community Services Agency provides services to 892 students of the Tlcho Region.



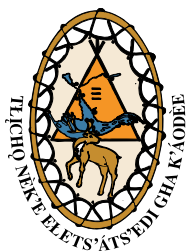
213 Employees

70% Female Employees

51.2% Indigenous Employees

42 Years Employee Average Age

6.2 Years Employee Average Service



KEY ACCOMPLISHMENTS: EDUCATION

CULTURALLY RESPONSIVE PROGRAM AND SERVICES

The TCSA is a leader in the NWT in cultural programming through our innovative initiatives including Culture Based Integrated Planning, Thı̨chǫ̀ History Project, Tea Dance Resource, and the Camp Guidebook, as well as classroom resources for integrated lessons.

The TCSA has considerable resources to support this area (both material and human resources) however they are not always utilized to their full potential. Working to improve access and integration is key to all staff using the resources at their disposal.

Accessible storage of the extensive materials and resources including digitizing resources is a critical element to successful programming. Developing new resources that align with Curriculum Renewal is on-going work.



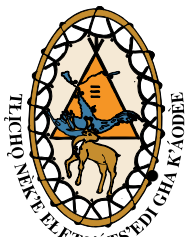
Future work in language and culture includes:

- Piloting the language partner approach to Thı̨chǫ̀ at CJBS
- Immersion program evaluation at EMES
- Locally developed courses

STUDENT ACHIEVEMENT

The progress made in student achievement in oral language, literacy, and mathematics is directly impacted by attendance, social determinants of health, and student wellness. Student achievement has improved within each year (fall to spring growth).

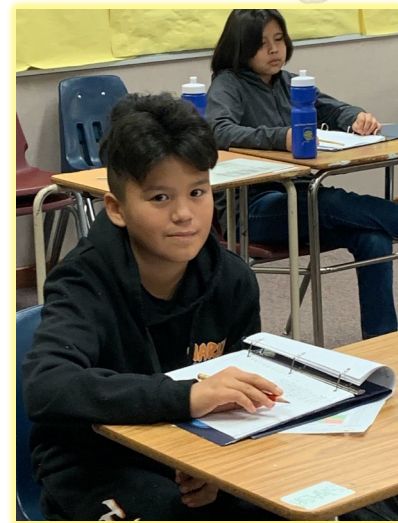




Oral Language at or above 25th percentile: 59.4% in 2024, 43.2% in 2023, 42% in 2022, 47.7% in 2021, 55.3% in 2020,

- Reading growth of more than 1 year: 48% in 2024, 34.6% in 2023, 36% in 2022, 54.4% in 2021, 13.5% in 2020, and
- Mathematics students at level: 40% in 2023, 17.2% in 2022, 12.9% in 2021, and 2.5% in 2020.

Considering the dramatic impact of chronic absenteeism in 2023-2024 these results speak to the consistent and sustained instruction and interventions provided, and to the investment the region has made into student achievement through instruction. The region must continue to focus on literacy to ensure that students meet the grade level requirements needed to transition to post-secondary programs. In addition, the TCSA math coach will continue to support teachers in utilizing math resources, including manipulatives and interventions to improve in this area.



LIFELONG LEARNING

The TCSA has prioritized building capacity in local staff as an agency-wide effort to reduce reliance on southern hiring and address staffing shortages. An individualized approach has been developed that ensures staff have access to job embedded training, and post-secondary coursework. This has included coursework through several training institutes, universities, and colleges. The GNWT Indigenous Development and Training Program Funding has been very helpful in this area. Eight (8) local staff have completed post-secondary coursework with the support of TCSA's building capacity initiative.





Career focused education is a priority including improved relationships with Career Advisors from both Tłı̨chǫ Government and GNWT. The region has moved to the Google platform to increase 21st century skills, and continued training is required in technology, as well as academic skills such as organization, time management, and other executive functioning skills. The TCSA also piloted an adult learning center in partnership with Aurora College.

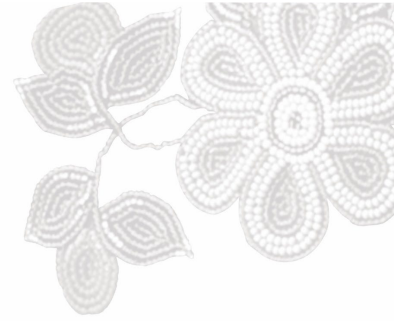
WELLNESS AND STUDENT SUPPORT

Schools continued to provide access to services such as SLP, OT, Behaviour Support, Counseling, Literacy Interventions, and Educational Psychology to ensure that all students receive programming that is individualized and responsive. These services were funded through Jordan's Principle funding agreements.

A holistic and community-based approach to addressing the results of the Early Development Index (EDI) and Middle Year Development Instrument (MDI) is vital. Most Tłı̨chǫ youth report that they are vulnerable in these measures. Increased support, programs, and services to address these vulnerabilities require an integrated approach that focuses on the community as a strong partner. The TCSA must look to alternative solutions to meet significant student mental health and wellness needs.

The region is seeing an increase in suicide ideation and is working with partners to find local solutions.





ATTENDANCE AND LEARNING

There has been a significant reduction in attendance due primarily to social determinants of health. Attendance is the number one factor in student achievement. Community and family-based strategies are essential to improve attendance in all grades in the future. Tlcho students have an average attendance rate of 59.9% (as of May 2024). This means that they lose almost ONE WHOLE YEAR of school every 2 years, and by grade 12 are at least 5 YEARS BEHIND. A recent analysis of attendance and reading levels has found:

- 70% of Tlcho students miss at least 1 day a week
- The higher a student's attendance the more reading levels they gain
- Students who attend at least 4 days a week are 2.5X more likely to read at grade level than those who attend less
- If you attend at least 4 days a week you will gain (on average) one grade reading level
- To close reading gaps a student must come MORE than 4 days a week

Tlcho students are smart and resilient - they need the support of their parents to set routines to ensure they are at school EVERY DAY if they are to graduate.

CURRICULUM RENEWAL (The Move to the BC Curriculum)

The TCSA will be using the Adapted NWT Curriculum for grades 1-10 in 2024-25 ahead of the territorial rollout ([NWT JK-12 Curriculum Renewal - Implementation Timeline](#)). As Tlcho classrooms are multi-grade, and the region is small, moving entirely to the new curriculum for grades 1-10 is practical and efficient. In piloting the curriculum teachers are reporting the strong links with Dene Kede and Indigenous perspectives embedded in the curriculum. Parents can expect changes to:

- Hands-on activities in the classroom
- Students self-assessment
- New report cards
- New graduation requirements
- Updated Locally Developed Courses





APPENDIX A: AUDITED FINANCIAL STATEMENTS

The TCSA will ensure our programs and services are sustainable and supported by strong financial management processes and controls. To that end, the following activities were foundational to our 2023-24 operations:

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

The financial results of our 2023-24 Fiscal Year *Health & Social Services* operations are summarized as below:

	2023-24 Budget	2023-24 Actual
REVENUE	\$	\$
Contribution from GNWT	21,906,640	23,146,670
Revenues from Other Sources	705,000	804,873
	22,611,640	23,951,543
EXPENSES		
Administrative & Support Services	2,142,065	1,795,716
Ambulatory Care Services	1,324,033	1,608,190
Community Health Programs	6,642,547	8,069,796
Community Social Programs	7,403,076	8,447,352
Long Term & Continuing Care	5,751,687	6,347,178
Emergency Response	211,000	512,831
	23,474,408	26,781,063
Annual Operating Surplus (Deficit)	(862,768)	(2,829,520)



The financial results of our 2022-23 Fiscal Year *Education* operations are summarized as below:

	2022-23 Budget	2022-23 Actual
REVENUE	\$	\$
Contribution from GNWT	18,303,036	18,699,067
Contribution from Gov't of Canada	8,136,643	7,390,919
Revenues from Other Sources	274,500	730,936
	26,714,179	26,820,922
EXPENSES		
Aboriginal Language/Cultural	1,980,992	2,094,039
Administration	1,406,314	1,214,075
Inclusive Schooling	3,174,238	2,892,367
School Programs	12,549,429	13,943,062
Jordan's Principle	8,136,643	7,390,919
Amortization	56,565	58,925
	27,304,181	27,593,437
Annual Operating Surplus (Deficit)	(590,003)	(772,515)