

## 1.0 INTRODUCTION: ORGANIZATIONAL OVERVIEW

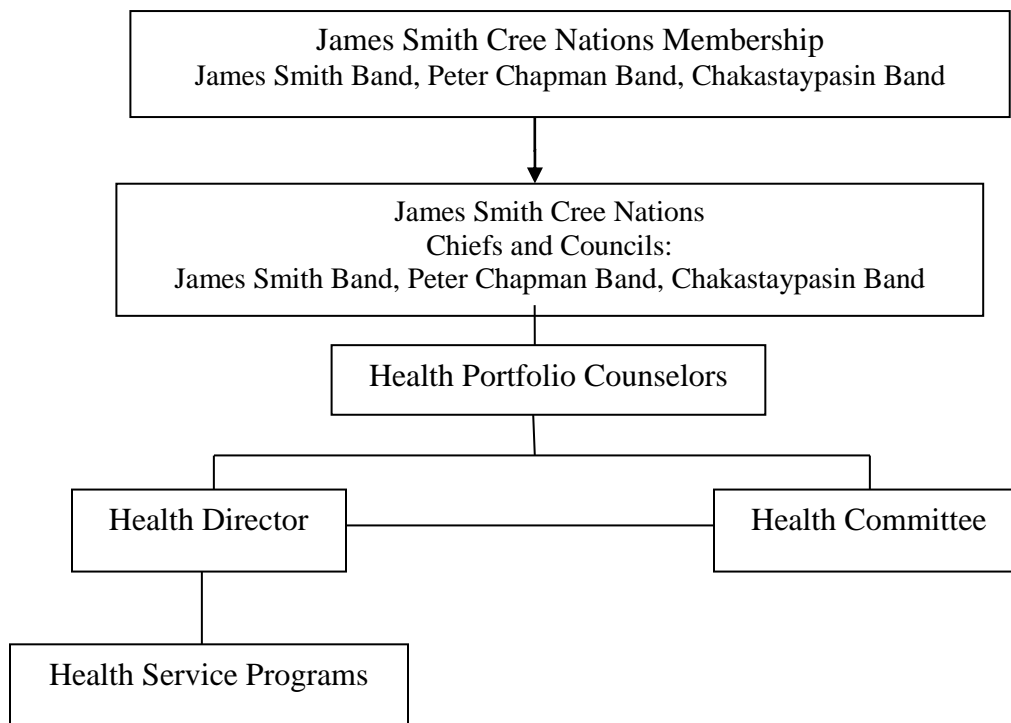
### 1.1. James Smith Cree Nations Health Service

#### 1.1.1. Name of Health Service and Incorporation Status

NAME & ADDRESS: James Smith Health Clinic (JSHC)  
Box 506 Kinistino Saskatchewan  
S0J 1H0  
Telephone: 1-206-864-2454  
FAX: 1-206-864-2536

STATUS: Not Incorporated

#### 1.1.2. Governance of James Smith Health Clinic



**Figure 1.1: Governance Structure of the James Smith Health Clinic (JSHC)**

#### *Chief and Council*

The Chiefs and Councils are ultimately responsible for governing the James Smith Health Clinic (JSHC). They are the main signatories of the James Smith Cree Nations (JSCNs) Health funding agreements. The

Chiefs and Councils, upon recommendation from the Health Committee, also approve the annual budget and annual audit of the Health Clinic. (Refer to Appendix 1.1: JSHC Financial Administration Bylaw)

### ***Health Committee***

Up until recently, the James Smith Health Service has utilized the three Health Portfolio Councilors from the three FNs, James Smith, Peter Chapman, and Chakastaypasin, as the *de facto* Health Committee.

In the spring of 2012 a community-based Health Committee was struck. The Chiefs of each of the three bands appointed 2 health committee members from their membership; an alternate from each band has also been appointed. The Health Director and the Health Portfolio Councilor from each Band sit *as ex officio* members of the Health Committee. Representatives are paid an honorarium at the end of each meeting. The JSHC Health Committee met at the beginning of August, 2012 to revise and adopt the following terms of reference.

### ***JSHC Health Committee Terms of Reference***

1. The Health Committee shall be appointed by Chief and Council for a 2year term-staggered appointments, subject to reappointment for 3 terms (six members). Designated alternate members (3) will be appointed to fill in for committee members when they are unavailable; they will also sit for a two year term. Health Director and Health Portfolio Counselors may sit as ex officio members.
2. An Elder will be brought in to open and close each meeting; rotation of Elders between Bands will occur for each meeting.
3. The Health Committee shall meet once per month to:
  - a. Discuss and report on the health problems encountered on the reserve, and recommend solutions.
  - b. Make recommendations for the improvement of Health Care in the Community.
  - c. Develop and recommend policies for community health.
  - d. Advise on all Health Programs and make recommendations for improvement.
  - e. Ensure that a quality and high standard of Health Care is provided in the community.
  - f. Work to ensure that adequate resources (i.e. facilities equipment and staff) are in place to provide these services.
  - g. Support Health Director in implementing Human Resources policies for the Health Clinic
  - h. Support the Health Director and Finance Committee to implement the policies and procedures of the Health Financial Administration Bylaw.
  - i. Health Committee advocates for improved resources or changes in policy in other government jurisdictions (i.e. Health Canada, INAC, SK Health, Health Regions)
4. Health Committee decisions shall be made using a traditional consensus approach with a minimum of 3 committee members voting, 1 from each Band.
5. Health committee shall meet with Chiefs and Councils once per year.
6. Health Clinic will provide a secretary service to the committee on an ongoing basis; minutes taken and circulated to committee members and Health Portfolio Councillors; minutes will be filed in Health Clinic for further reference.
7. Health Committee will participate in the development, review and revision of the Community Health Plan.
8. Health Committee Chair shall rotate annually. Responsibilities of the Health Committee Chair will include:
  - a) Calling special meetings as required
  - b) Ensuring that the Committee Code of Ethics is adhered to

- c) Ensuring that each committee member participates equally

***Health Committee Representatives***

*James Smith Band*

Caroline Moostoos (Health Committee Chair)  
Evelyn Burns

*Peter Chapman Band*

Beverly Head  
Bobbie Head

*Chakastaypasin Band*

John Stonestand  
Crystal Sanderson

1.1.3. Approval of Community Health Plan

The James Smith Health Committee and the James Smith Cree Nations Chiefs and Councils have approved the James Smith Health Clinic's 2013-2018 Community Health Plan. (Refer to Appendix 1.2 for a copy of the Approval Documents.)

1.1.4. Management Structure, Responsibilities and Authorities of the JSHC

(For further detail and description of the roles and responsibilities of JSHC management and employees refer to Appendix 5.1 (Personnel Policy Manual) and Appendix 3.2 (Job Descriptions))

***Health Clinic Management Roles and Responsibilities***

(For further detail and description of the roles and responsibilities of JSHC management and employees refer to Appendix 5.1 (Personnel Policy Manual) and Appendix 3.2 (Job Descriptions))

*JSHC Health Director*

The Health Director is responsible for the management and administration of the health clinic. The Health Director provides direct supervision for the following JSHC programs: Health and Wellness, Dental Therapy including COHI, Physician Services, Transportation, Water Quality Monitoring, Office Management and Janitorial Services. He is also predominantly involved with:

- Policy and procedures development
- Program planning and evaluation
- Facilities, personal, records, financial and program management (with the exception of Nursing Services which is managed by the NIC/Nursing Manager)
- Provision of reports to funding agencies (i.e. FNIH financial reports & activities)
- Facilitation of and collaboration with the Health Committee
- Reporting on the health service at Band Management meetings, Chief & Council meetings and the annual band assembly.
- Preparation of funding proposals

- Networking and liaison with other Band departments, First Nations partner agencies as the Northern Inter-Tribal Health Authority (NITHA), area partners such as the Kelsey Trail and Prince Albert Parkland Regional Health Authorities, external governments and funding agencies.

The roles and responsibilities of the Health Director pertaining to financial administration, according to the Financial Administration Bylaw, Section 15 are as follows:

- a) to conduct the administration necessary to discharge the administrative responsibilities of the Health Committee;
- b) the administrative supervision of the compilation and preparation of the overall annual budget;
- c) the preparation of annual financial statement and long-term financial projections and cash flows as required from time to time by the Health Committee;
- d) monitoring adherence to any agreement and funding arrangements entered into by the James Smith Health Clinic or any department or agency;
- e) administration and supervision of the financial records and reporting systems;
- f) the maintenance of records of all receipts and expenditures in such a manner so as to facilitate the annual audit; and
- g) other tasks assigned by the Health Committee.

#### *Office Manager*

The Office Manager is responsible for the day to administration of the Health Services Office, supervising the part time Office Clerk/Receptionist and summer students (graduate students, interested in pursuing health careers, which are hired by the Band for the Health clinic during the summer months). (Refer to Office Manager Logic Model in Appendix 3.1 for description of duties).

#### *Co-Manager*

The Co-manager became part of the James Smith Cree Nations Band Administration in 2006. Prior to his appointment, the James Smith Cree Nations Government was under INAC Third Party control. The Co-manager of the JSCNs Health Clinic has full financial authority over the Health Service, having full signing authority for all health clinic accounts, including the health services bank account. The co-manager is also responsible for signing all cheques, purchase orders and other disbursements made for the health service. He also supervises the Finance Clerk's activities.

#### *Nurse-in-Charge*

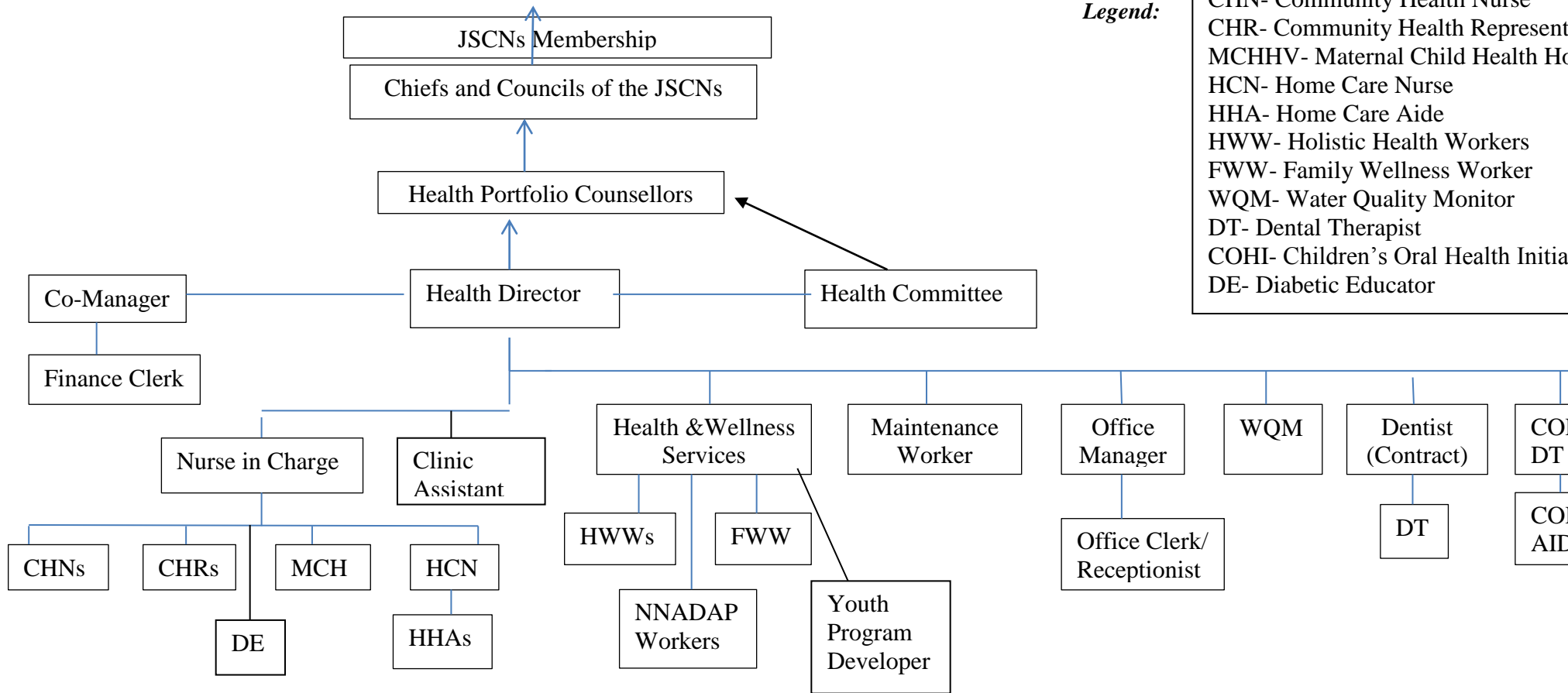
The Nurse in Charge/Nursing Manager is responsible for Community Health and Home and Community Care programs which include the following staff: 2 Community Health Nurses, 1 Maternal Child Health Home Visitor, 3 Community Health Representatives, 1 Home Care Nurse and 4 Home Health Aides (one of which is .5 HHA and .5 Meals on Wheels Cook). NIC also supports Health Director as requested, and acts a Health Director.

#### ***Other JSHC Responsibilities***

##### *Financial Management*

Annual Budget Development: JSHC Health Director works with the Co-manager and Financial Clerk to prepare the JSHC annual budget in accordance with: 1) the funding agreements and 2) the health priority's of the Health Committee and Chief and Council. The budget is presented in draft form to the Health Committee for consideration and possible amendment.

**Figure 1.2: JSHC 2012 Organizational Chart**



**Legend:**

- CHN- Community Health Nurse
- CHR- Community Health Representative
- MCHHV- Maternal Child Health Home Visitor
- HCN- Home Care Nurse
- HHA- Home Care Aide
- HWW- Holistic Health Workers
- FWW- Family Wellness Worker
- WQM- Water Quality Monitor
- DT- Dental Therapist
- COHI- Children's Oral Health Initiative
- DE- Diabetic Educator

Youth  
Program  
Developer