Standing Committee on Public
Accounts, Independent Officers and
Other Entities' Review of the 2017
Report of the Auditor General of
Canada on Health Care Services in
Nunavut
Iqaluit, Nunavut

May 8, 2017

### **Members Present:**

Tony Akoak
Pat Angnakak, Chair
Joe Enook
David Joanasie
Steve Mapsalak
Simeon Mikkungwak
Paul Okalik
Emiliano Qirngnuq
Allan Rumbolt
Alexander Sammurtok
Tom Sammurtok, Co-Chair
Isaac Shooyook

## **Staff Members:**

Stephen Innuksuk Siobhan Moss

# **Interpreters**:

Gwen Angulalik Andrew Dialla Philip Paneak James Panioyak Blandina Tulugarjuk

# Witnesses:

Michael Ferguson, Auditor General Lilianne Cotnoir, Director James McKenzie, Principal Jeff Chown, Deputy Minister of Finance Alma Power, Associate Deputy Minister of Finance, Human Resources Colleen Stockley, Deputy Minister of Health

>>Committee commenced at 13:28

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**Chairperson** (Ms. Angnakak): Good afternoon, everybody. Welcome to the Assembly. It's good to see you all.

To start off, I would ask Mr. Mikkungwak if he would please open our session with a prayer. Thank you.

>>Prayer

**Chairperson**: Once again welcome. I would like to extend a welcome to the Auditor General, Mr. Ferguson, to the Department of Health officials, and to my MLAs. Thank you.

I'm going to start off now with my opening comments.

I would like to welcome again everybody to this meeting of the Legislative Assembly's Standing Committee on Public Accounts, Independent Officers and Other Entities.

I am very pleased to welcome the Auditor General of Canada, Mr. Michael Ferguson, and his officials from the Office of the Auditor General back to Iqaluit.

As Members will recall, the last report submitted by the Office of the Auditor General to the Legislative Assembly of Nunavut was the report on corrections in Nunavut and that was tabled on March 10, 2015. These were televised committee hearings on this report and the televised committee hearings were held on [May] 5 to 7, 2015.

We have convened today to begin the Standing Committee's hearings on the 2017 Report of the Auditor General of Canada on Health Care Services in Nunavut. This report was tabled in the Legislative Assembly on March 7, 2017.

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Issues relating to health and the delivery of health care services to Nunavut residents are of great interest and concern to Members of the Legislative Assembly and to the residents whom we represent. Our unique demographic and geographic circumstances pose additional challenges within an already complex field. This report covers a number of important issues and considerations, which is why we have decided to dedicate two days to its review.

Federal programs which have a significant impact on the health and well-being of northerners are also of great interest and concern to us. The Auditor General's 2014 report on the Nutrition North program, which was submitted to Parliament in the fall of 2014, provided great insight on the management of a federal program that has a significant impact on the day-to-day lives of northerners and we appreciate the Auditor General acting on our recommendation to review this program.

Members of the Legislative Assembly of Nunavut look forward to the Auditor General's upcoming report on First Nations and Inuit oral health, which is scheduled to be submitted to Parliament in the fall of 2017. I would note that issues relating to oral health in our communities are frequently raised in this House.

I would like to take this opportunity to publicly suggest that a broad review of the management of the federal government's Non-Insured Health Benefits (NIHB) program, which provides financial support for various health services and products for First Nations and Inuit across Canada, would also be of great interest to the Members of this Assembly and Nunavummiut.

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percent of our population is Inuit, federal funding provided to Nunavut through the NIHB program roughly corresponds to only 10 percent of the entire annual budget for the Government of Nunavut's Department of Health. It must be recognized that not all of Canada's indigenous communities face the same pressures. The costs of providing health care services in our remote northern communities are significant.

However, our government has appeared frustrated in its efforts to negotiate substantive changes to federal funding levels for Nunavut's Inuit under the NIHB program. Members of the Legislative Assembly of Nunavut would welcome the Auditor General's insights and observations on the management of this federal program with a view to gaining a greater understanding of the factors and pressures that impact how Non-Insured Health Benefits are determined and provided for indigenous populations of Canada. I am confident that Members of Parliament would also benefit from this information.

In 2014 the Office of the Auditor General provided a follow-up report to its [2011] Report on Child and Family Services in *Nunavut*, which proved very informative in assessing our government's progress in addressing specific areas of concern in this area. I would note that my colleagues and I, as Members of the Standing Committee on Legislation, were just in the process of reviewing the government's proposed amendments to Nunavut's education legislation. The Auditor General's 2013 Report on Education in Nunavut has provided significant input to this process and at some point in the future a follow-up report from the Auditor General's office on this topic could be equally informative

as we move forward.

My colleagues may also take advantage of the Auditor General's time before us today to suggest topics which the Auditor General may consider reviewing.

Today we will commence our consideration of the Auditor General's 2017 Report on Health Care Services in Nunavut. As I noted earlier, this report covers a number of important topics. While a majority of the issues raised are addressed to the Department of Health, a number of them also refer to the Department of Finance. For this reason we welcome witnesses from both of these departments to participate in these two days of proceedings which will provide ample opportunity for the government to publicly account for what specific actions have been taken to address the issues and concerns that have been raised in the Auditor General's report.

I anticipate that the Standing Committee's report on these hearings will be presented to the House after it reconvenes for its spring sitting. As my colleagues are aware, Rule 91(5) of the *Rules of the Legislative Assembly of Nunavut* requires that the government provide its formal response to a report of the Standing Committee within 120 days of its presentation.

I will now briefly cover some logistical and housekeeping matters.

These hearings are being televised live across Nunavut on community cable stations and the direct-to-home satellite services for both the Bell and Shaw networks.

Transcripts of the hearings will be

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produced and posted on the Legislative Assembly's website at a later date.

In order to assist our interpreters and technical staff, I would ask that Members and witnesses go through the Chair before speaking.

I would also ask all Members, witnesses, and visitors in the gallery to ensure that their cellphones, BlackBerrys, and other electronic devices do not disturb these proceedings.

I would again like to welcome everybody, the Auditor General of Canada, Mr. Michael Ferguson, to our hearings, and I would like to invite you to deliver your opening comments. Thank you.

Mr. Ferguson: *Unnusakkut*. Good afternoon, everyone. Thank you, Madam Chairperson, for this opportunity to discuss our report on health services in Nunavut. I am joined today by James McKenzie, Principal, and Liliane Cotnoir, Director, who were responsible for this audit.

In conducting this audit, we wanted to know whether community health nurses and other frontline health care personnel in Nunavut's health centres received the support they needed to do their jobs. We examined topics such as whether orientation and training were delivered consistently, whether health care personnel worked in a safe environment, and whether the Department of Health continuously improved the quality of care its health care personnel provided.

I would like to give you a brief overview of our findings.

Overall we found that the Department of

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Health did not give its nurses and other health care personnel the support they needed.

We found that the Department of Health did not deliver consistent orientation and training to its nurses and certain other health centre personnel. For example, some staff members in local health centres who were responsible for taking X-ray images had not received sufficient training. This lack of training was highlighted in an analysis the department conducted, which indicated that 45 percent of the X-ray images taken in certain health centres were of too poor quality for the purpose of diagnosing patients' conditions.

Clerk interpreters, who must translate Inuit patients' needs to health care staff, also had not received adequate training. It is important to have trained interpreters with knowledge of medical terminology to ensure that health care providers and their Inuit patients who do not speak English understand each other.

We found that the Department of Health did not provide a safe environment for its staff. Although staff members reported threats and incidents of verbal and physical abuse, and break-ins occurred at health centres, the department did not track these incidents. As a result, it did not have the information it needed to know how to minimize the risks these incidents posed. Security measures in health centres, such as panic alarms, were not always operational, and departmental officials did not consider guidelines for working alone to be realistic or effective.

Although the Department of Health had procedures to review and improve the quality of health services, these

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In 2016 almost half of all positions within the Department of Health were vacant and many were filled by temporary staff. We found that the staffing process, which also involved the Department of Finance, was lengthy. It took on average a year and a half to fill vacant positions. Some nursing positions remained vacant for many years. Despite high vacancy rates, the Department of Health did not have an effective system to track and manage its staffing actions and it lacked an up-to-date recruitment and retention strategy for nurses.

Finally, we found that although the population in most of Nunavut's communities had increased, the Department of Health had not done any analyses to determine whether the allocation of nurse and physician resources was sufficient to meet community needs. The department had started an initiative to improve how it delivered health care services. We noted, however, that the department did not expect to consult with Nunavummiut until it identified options to improve how it delivered health care services. In our opinion, early engagement is important to the success of the review.

We made 17 recommendations in our

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report, some of which address longstanding issues. The Department of Health and the Department of Finance agreed with our recommendations. The successful implementation of these recommendations will be important to strengthen the delivery of health care services in Nunavut.

Madam Chairperson, this concludes my opening remarks. My colleagues and I would be pleased to answer any questions Committee Members may have. (interpretation) Thank you.

**Chairperson**: Thank you, Mr. Ferguson. Now turn to the Government of Nunavut for your opening comments, please. Thank you.

Ms. Stockley: Madam Chairperson and Members, thank you for the invitation to appear before the Standing Committee on Public Accounts, Independent Officers and Other Entities as a witness for this Committee's important work pertaining to the Report of the Auditor General to the Legislative Assembly on Health Care Services in Nunavut.

With me here today from the Department of Health in the gallery are Jacquie Pepper-Journal, Acting Assistant Deputy Minister, Programs and Standards, and Lisa Richter, Director of Human Resources. Also with me today from the Department of Finance are Jeff Chown, Deputy Minister, and Alma Power, Associate Deputy Minister of Human Resources.

The departments of Health and Finance would like to commend the work of the Office of the Auditor General. The recommendations shared with the Government of Nunavut help the

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department support our staff's commitment to provide quality health care services for Nunavummiut. In addition, the extensive work the Office of the Auditor General has done on this audit has highlighted areas where the departments of Health and Finance can work together to improve operations. We accept the Office of the Auditor General's insight and recommendations, and appreciate the opportunity to work with the Auditor General to enhance and support our health system and health professionals. This report reinforces the actions and directions already in place to improve health care delivery services in our territory.

I would also like to express my appreciation to the hard-working staff of the Department of Health and the Department of Finance for their timely and consistent support of this process. Their cooperation with and assistance to the Office of the Auditor General's review demonstrate Health's commitment to delivering health care for Nunavummiut.

Madam Chairperson, as was shared with Standing Committee, the department accepted and prepared a response to each of the Auditor General's recommendations. Paper copies have been or are in the process of being passed out as well.

Madam Chairperson, Health is currently developing a standardized employee orientation program that is targeted specifically to frontline workers. Staff will gain a better understanding of the clinical cases they will face, of the resources at their disposal, and of the advanced practice skills needed in remote locations. Access to culturally relevant training and skill-building information is important to Health, and an operational orientation

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manual for all staff has been distributed to all health centres.

The first Nunavut adapted session for indigenous cultural competence training was delivered to GN employees in April of 2017. I'm very pleased to note that all three of us here from Health and Finance were able to attend that session. Additional sessions will be held in the upcoming months in multiple locations across Nunavut. There are eight Nunavut trainers who are now certified and two of those trainers are Health employees.

In addition, a contract has been awarded and the initial work to develop the X-ray training program will begin shortly. Training is anticipated to begin in late fall of 2017.

Health, in conjunction with Nunavut Arctic College, offered medical interpreting module 3, which focuses on diseases and module 4, which focuses on ailments, to department staff in January and February of 2017 in Rankin Inlet and 14 Health staff attended. Module 2, which focuses on physiology, as part of the interpreter-translator course, was offered March 2017 in Iqaluit. NAC will be offering five medical interpreting modules as part of the 2017-18 academic year.

Health has implemented casual and indeterminate hiring processes that contain clear guidance on screening for priority hires. Health filled the position of manager of Inuit employment and employee development in March 2016. This has allowed the department to place greater focus on Nunavut Inuit employment opportunities and also ensure that existing employees obtain critical technical training. At the end of the 2016-17 fiscal year 89 individuals were hired

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for targeted IEP positions through the competitive process.

Health is addressing health system inefficiencies through the Continuous Quality Improvement (CQI) Program, which identifies system gaps and implements quality improvement initiatives across all health facilities in Nunavut. Through a business case, which the Members approved, Health acquired three new PYs in 2016-17 to staff the CQI program. Health is in the process of staffing this program on an indeterminate basis. The Quality Improvement Committee is actively engaged in the review and recommendations of patient safety concerns and all critical incidents are being reviewed in a timely manner. A revised incident reporting policy and associated CQI resource kit has been developed.

Lastly, Health is in the preliminary stages of redesigning its model of care. The new model of care will improve patient experience through seamless program integration and equitable and timely access to comprehensive health services and health care services. Stakeholder engagement within the government and with the communities will form a key part of this project.

The Department of Finance works closely with the Department of Health on many fronts and has started work to implement some of the report's recommendations. Already, information sharing between the departments has been improved to better allow the Department of Health to monitor their vacancies and track their competitions.

We understand the importance of an effective and competitive staffing process.

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Previous jurisdictional reviews have shown Nunavut to be competitive in its compensation for many health care professionals. Over the summer of 2017 Finance, in collaboration with the Department of Health, will initiate a market review of health care compensation in comparable jurisdictions to determine whether our compensation is still competitive.

Madam Chairperson, the Department of Health and the Department of Finance have accepted all of the recommendations made by the Office of the Auditor General and will continue to work together to address the health care needs of Nunavummiut.

Madam Chairperson and Members, thank you for this opportunity to highlight the work that the Department of Health is doing to ensure that our staff receive the training and support necessary to provide Nunavummiut with quality health care services. Health is committed to maintaining and improving the delivery of health care services in Nunavut, and we are appreciative of the opportunity to evaluate and improve our processes to better serve the people of this territory.

Madam Chairperson, this concludes my opening comments. *Qujannamiik. Koana. Merci*. Thank you.

**Chairperson**: Thank you, Ms. Stockley. Thank you very much. That was a great report.

At this time I would like to open it up to, perhaps, general comments and maybe even if you have any questions. We're going to use the paragraphs as our guide so everybody kind of knows where we are all together.

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Mr. Joanasie (interpretation): Thank you, Madam Chairperson. Welcome to the Auditor General of Canada and Government of Nunavut officials.

At the beginning of the opening comments I noticed in the Auditor General's report in paragraph 6 that it states, "...Nunavut is the only territory or province where the Department of Health is responsible for directly delivering health care services."

The question I would like to ask is: thinking along the lines of the Office of the Auditor General's comments and of other jurisdictions in Canada, what was the opinion of the Office of the Auditor General about the fact that only in Nunavut does the Department of Health deliver health care services? Thank you, Madam Chairperson.

**Chairperson** (interpretation): Thank you, Mr. Joanasie. Mr. Ferguson.

Mr. Ferguson: Thank you, Madam Chairperson. I guess that was simply the situation as it exists in Nunavut. As compared to many provinces where there might be health authorities that are directly responsible for the delivery of many of the health care services to people, in Nunavut it was more a case of the department, so it wasn't something that we evaluated. I think it's really for the department to determine the right model for delivery of services in Nunavut, but that was simply the model that exists here. In the report we felt that as part of the context in this background and

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introduction, it was important to let people know that the difference exists between how health services are delivered directly in Nunavut compared to in other jurisdictions.

**Chairperson**: Thank you, Mr. Ferguson. Mr. Joanasie.

Mr. Joanasie (interpretation): Thank you, Madam Chairperson. Also, the report basically focuses on community health centre services in Nunavut and we know that you visited seven communities. What did you have in mind when you decided on those seven communities and the health care services in those communities that are made available in Nunavut? I hope that makes sense. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Joanasie. Mr. Ferguson.

Mr. Ferguson: Thank you. When we undertook this audit, it was focusing essentially on the people that are actually delivering health services to Nunavummiut because they are the ones that are in contact every day with the people that need those health services. We focused our audit very much on those frontline types of workers, the community health nurses and their supervisors, the staff who take X-rays, the interpreters, and a number of those types of positions.

When it came to visiting the communities, what we tried to do was get a bit of a cross-section for how health services are delivered in the territory. It might have been based on size. It might have been based on remoteness. It might have been based on the types of services that are provided. We were just trying to get a bit of a different cross-section of

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communities and what's delivered in those communities. I could ask Mr. McKenzie to provide us the exact communities if you would like to know those.

**Chairperson**: Thank you, Mr. Ferguson. Mr. McKenzie.

Mr. McKenzie: Thank you, Madam Chairperson. Thank you, Hon. Member, for the question. Just to add as well, as Mr. Ferguson has mentioned, we were looking for a cross-section of communities in terms of regional coverage, for example, and in terms of size. In terms of the specific communities that we visited, they included Cambridge Bay, Gjoa Haven, Rankin Inlet, Arviat, Igloolik, Hall Beach, and Pangnirtung. Just by way of closing, it was extremely valuable for our team to have had an opportunity to visit those communities and to be able to speak to the staff that work there in person. Thank you.

**Chairperson**: Thank you, Mr. McKenzie. Mr. Joanasie.

Mr. Joanasie (interpretation): Thank you, Madam Chairperson. I also thank you. Of the communities that were mentioned, if I'm not mistaken, Hall Beach seems to be the smallest community. Did you ever consider visiting an even smaller community or can you tell us how you selected those communities to visit? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Joanasie. Mr. Ferguson.

Mr. Ferguson: Thank you, Madam Chairperson. Actually I'll ask Mr. McKenzie to respond to that. Thank you, Madam Chairperson.

Chairperson: Thank you, Mr. Ferguson.

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Mr. McKenzie.

Mr. McKenzie: Thank you. In doing our initial planning, we were certainly looking, again, for coverage; size of the populations. I should note as well, though, that we did have an opportunity to contact other selected health centres during the planning phase through telephone conversations to get their input as well in terms of some of the issues that we could look at. We also spoke to officials from within the Department of Health to get their views on which communities would be worthwhile and provide us with opportunities to get a good understanding of how the health centres operated and some of the challenges that they're facing.

Chairperson: Thank you, Mr. McKenzie. When you finish your comments, it would be helpful if you say "thank you," then the guy that is in charge of the microphone knows when to switch on and switch off. Mr. Joanasie.

Mr. Joanasie (interpretation): Thank you, Madam Chairperson. Thank you for the clarification. Also in the Auditor General's report, I read through it and in paragraph 13 it states that "Community health nurses can also perform an expanded scope of practice" as long as there is an opportunity in line with their experience and capacities. That doesn't happen with some nurses.

While working on your report, did you analyze the duties that nurses perform and their scope of work? If they had too many duties to perform, did it have an impact on the patients in the communities? They deal with many patients. For example, in Pangnirtung and Igloolik they have a population of almost of 2,000 and some nurses are given more duties than others.

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While you were auditing that, were you made aware of any impacts? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Joanasie. Mr. Ferguson.

Mr. Ferguson: Thank you, Madam Chairperson. As we state in paragraph 13, the community health nurses can be required to perform an expanded scope of practice which would include the things that we list there, "suturing wounds, dispensing medication, performing X-rays, and putting casts on fractured limbs." Essentially in many of these health care centres the community health nurses have to deal with whatever comes in the door and they need to be trained to do that.

We didn't specifically look at the workload of nurses. I think, later on in the report, we do talk about the efforts that the department is going through in the planning of the system. I think having some metrics and an ability to understand the demands that changing populations have and the demands that the makeup of populations have on the workload of the community health nurses would be information the department should have in order to inform their plans going forward for the health system.

We didn't specifically look at workloads of individual community health nurses. We recognized that they had this expanded scope of practice, so therefore we wanted to make sure that the department was keeping track of the training, orientation, and certifications that they had. I think, as we will find later in the report, they weren't keeping track of that type of information. Thank you, Madam Chairperson.

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**Chairperson**: Thank you, Mr. Ferguson. Mr. Joanasie.

Mr. Joanasie (interpretation): Thank you, Madam Chairperson. My question is to the government on the same questions in paragraph 13. Some community nurses can also perform an expanded scope of practice. Can you describe what kinds of additional training and qualifications would permit a nurse to work in an expanded scope of practice and how you determine which communities require nurses to have these additional skills and qualifications? Thank you, Madam Chairperson.

**Chairperson** (interpretation): Thank you, Mr. Joanasie. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. In order to be able to work in a health centre as a community health nurse, the minimum experience required is generally two years. When we look at applications for nurses, we look at the minimum of two years and we also look at the experiences that they have had in their career.

We're currently right now putting forth our mentorship program that the Members endorsed in our last Committee of the Whole, which will focus on making sure that Nunavut Arctic College graduates are going through a mentorship to prepare them to be able to engage in their professional life, I guess is what I'm trying to say, and set the standards for them to be able to work in health facilities throughout the territory.

Right now we're preparing an RFP to develop the curriculum for a clinical orientation program for the nursing workforce as well. Once we determine we **γ'C'c** (ጋኒት∩J'): 'dታ°αΓ', Δ<sup>6</sup>γ<βC'. CΔLC d°σ<βL Δ<sup>6</sup>6αΔγρ°α'σ<βC' d°σ<βC' Δ<sup>6</sup>6αΔγρ°α'σ<βC' d°σ<βC' Δ<sup>6</sup>6αΔγρ<sup>6</sup>Ω Δ<sup>6</sup>Δγρ<sup>6</sup>Ω Δ<sup>6</sup>δαΔγρ<sup>6</sup>Δγρ<sup>6</sup>Ω Δ<sup>6</sup>δαΔγρ<sup>6</sup>Ω Δ<sup>6</sup>δαΔγρ<sup>6</sup>Ω Δ<sup>6</sup>δαΔγρ<sup>6</sup>Ω Δ<sup>6</sup>δαΔγρ<sup>6</sup>Ω Δ<sup>6</sup>δαΔγρ<sup>6</sup>Ω Δ<sup>6</sup>δαΔγρ<sup>6</sup>Ω Δ<sup>6</sup>δαΔγρ<sup>6</sup>Ω Δ<sup>6</sup>δα Δρ<sup>6</sup>Ω Δ<sup>6</sup>δαΔγρ<sup>6</sup>Ω Δ<sup>6</sup>δα Δρ<sup>6</sup>Ω Δ<sup>6</sup>δα Δρ<sup>6</sup>Ω Δ<sup>6</sup>δα Δρ<sup>6</sup>Ω Δρ<sup>6</sup>Ω Δ<sup>6</sup>δα Δρ<sup>6</sup>Ω Δρ<sup>6</sup>Ω

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have nurses who are interested in coming to work in Nunavut and they have the minimum skill set, the two years of experience, then we want to make sure that they are adequately trained because the kinds of challenges that they will face in a remote location are very unique.

In the interim while we are developing that RFP, the chief nursing officer's clinical orientation program is being implemented with an initial abbreviated session being delivered in June of 2017 by one of the clinical nurse educators. It's anticipated that complete orientation will be delivered in fall 2017.

As I mentioned, our business case for support and delivery of the Nurse Mentorship Program that will align with the proposed clinical orientation was approved and work is being incorporated on that.

The other piece of work that the Department of Health is doing to address these concerns is development of an advanced health assessment learning module for the nursing workforce.

We think all of those pieces will help address the issues that were identified by the Auditor General. Thank you, Madam Chairperson.

Chairperson: Thank you, Ms. Stockley. Not to pick on you, but I would like to just remind everybody we do have interpreters. I need reminding of that too sometimes. Mr. Joanasie.

Mr. Joanasie (interpretation): Thank you, Madam Chairperson. I also thank you. Maybe I didn't quite understand or perhaps she can rephrase her answer. If nurses in Igloolik, for example, are given 
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**Chairperson**: Thank you, Mr. Joanasie. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. The duties that would be required of the nurses in the community health centres would be fairly equivalent among the health centres. The kinds of duties that they would be expected to perform in terms of setting bones and some of the other things that the Auditor General had in their report, suturing wounds and dispensing medications, would be kind of standard in most health centres.

Over the last number of years the Department of Health has moved in the direction of adding other kinds of nurses to the nurse mix that we already have in health centres. Members will recall some business cases that came through for nurse practitioners, public health nurses, and TB nurses and those kinds of skill sets. The department gets a lot of requests and enquiries from Members and community members with regard to the skill sets and the kinds of duties that are being performed in the community.

One of the things that we have embarked on is the model of care review that most of you have already heard about in terms of looking at what the skill mix is in the health centres, what kind of training is necessary, do we have the right people **Δ<sup>6</sup>/ペÞር%** (ጋጎ.ትበJ<sup>c</sup>): የ<mark></mark>ቫታ°<mark></mark>॓<mark>ជ</mark>፫<sup>6</sup>, Γ<sup>ر</sup>C לላ<mark></mark><mark></mark>
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doing the right skills, and do we have nurses that are doing functions, activities, and duties that don't necessarily have to be done by nurses. Could they be done by paraprofessionals with the right training?

We're just at the early stages of that model of care review which will inform all of the work that has already been done and make sure that we're putting resources and training and the right people in the right places to deliver the care. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Joanasie.

Mr. Joanasie (interpretation): Thank you, Madam Chairperson. In the Auditor General's report in paragraph 11 it states that physicians and specialists visit health centres and provide advice to nurses by phone. Can you describe the protocols for how nurses can access physicians and specialists for advice by phone on diagnosing a patient? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Joanasie. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. There's always a physician on call to be able to take calls from the health centres. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. (interpretation) Mr. Joanasie, do you have any more questions? Mr. Joanasie.

**Mr. Joanasie** (interpretation): Thank you, Madam Chairperson. Is that 24 hours a day? I hope I am being clear. Thank you, Madam Chairperson.

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**Chairperson** (interpretation): Thank you, Mr. Joanasie. Ms. Stockley.

**Ms. Stockley**: Thank you, Madam Chairperson. Yes, Madam Chairperson.

**Chairperson** (interpretation): Thank you, Ms. Stockley. Mr. Joanasie.

**Mr. Joanasie** (interpretation): Thank you, Madam Chairperson. Yes, that is clear now.

I would also like to ask a question to the Department of Finance. There are quite a few recommendations in the report directed to the Department of Health, but there are some items that directly affect the Department of Finance, especially the recruitment of nurses and the salaries of health care professionals.

What I would like to know is how the Department of Health and the Department of Finance work together when money is being allocated, especially with long-term five-year planning, with many communities being serviced. How does that proceed and how do you work together with the Department of Finance? Thank you, Madam Chairperson.

**Chairperson** (interpretation): Thank you, Mr. Joanasie. That is a good question. Mr. Chown.

Mr. Chown: Thank you, Madam Chairperson. During the annual budget cycle, departments come forward through the three-year forecast and as part of that process they would identify what their funding requirements and/or asks were for the coming year. Generally departments start with their existing budget from the prior year and if they believe there are pressures that require additional funding,

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**Chairperson** (interpretation): Thank you, Mr. Chown. Mr. Joanasie.

Mr. Joanasie (interpretation): Thank you, Madam Chairperson. While the Auditor General's report does not directly address the financial aspects of health care service delivery in Nunavut, from your department's perspective what are some of the biggest challenges to delivering adequate and appropriate health care services across Nunavut? Thank you, Madam Chairperson. I'll leave it that.

**Chairperson** (interpretation): Thank you, Mr. Joanasie. Mr. Chown.

**Mr. Chown**: Thank you, Madam Chairperson. I'm not sure I can speak on behalf of the Department of Health as to what their biggest challenges are with providing health care from a financial perspective.

From the Department of Finance's perspective, I think one of the challenges for us is getting a better handle on what the cost drivers are that are causing our health care costs to escalate on an annual basis, having the data that would support what's causing that, and then being able to identify ways to mitigate those costs going forward.

Certainly when we receive business cases from the Department of Health, we review those cases and we try to assess them for LC'-)^6 4'L POP' 4)A°D°D°N°. CAL°D CA'd4 J'Y'S'D'S 4'N'S'CP'-)N' 4'U'S'CP'-)N'-3'B'CAL°D APY'S'J'U'U'. 'dY°D', A'Y'PO'S.

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**Chairperson**: Thank you, Mr. Chown. Next on my list is Mr. Enook. Mr. Enook.

**Mr. Enook** (interpretation): Thank you, Madam Chairperson. Good afternoon, Mr. Ferguson and your officials. Welcome to you as well as the departmental officials from the Nunavut government.

I don't have a lot of questions, but I would like further information. Comparing your office's audits of health services in other northern jurisdictions, the Yukon and Northwest Territories, can you describe some of the similarities and differences across the territories? Thank you, Madam Chairperson.

**Chairperson** (interpretation): Thank you, Mr. Enook. Mr. Ferguson.

Mr. Ferguson: Thank you, Madam Chairperson. We didn't do a direct comparison between what we found in other jurisdictions to this one. The way that we undertook this audit was, in the planning stage, we talked to many people to determine what sort of the fundamental risks were that were facing the health system in Nunavut and therefore we focused on those.

As I said earlier, essentially where we put our focus was on the planning of the whole system; how does the department plan the system, plan where the resources need to go, and then how does it support the people that are responsible for delivering at the service end of their **Δ<sup>6</sup>/ «PC"** (ጋጎ > በ၂୯): የ<mark>ປ</mark>ን ፡ ៤ ተ<sup>6</sup>, Γ' ር ካ ፡ . ፈላ የዕብ ታ . Γ' ር Δ ው ፡ .

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business.

Those were the two things that we decided to focus on because those were the primary areas that our initial planning took us as the areas that needed to be focused on. We didn't set out in the audit and we didn't go through in the audit and do a direct comparison between what we found here and what we found in the other territories because what we wanted to do here was focus on the issues that were coming up in the Nunavut health system itself.

**Chairperson**: Thank you, Mr. Ferguson. Mr. Enook.

Mr. Enook (interpretation): Thank you, Madam Chairperson. I have another question. Exhibit 2 on page 3 of your report lists five health indicators which demonstrate a lower health status in Nunavut than the Canadian average for each selected indicator. Why were these five specific indicators chosen? Thank you, Madam Chairperson.

**Chairperson** (interpretation): Thank you, Mr. Enook. Mr. Ferguson.

**Mr. Ferguson**: Thank you, Madam Chairperson. I will start with a response and then I will ask Mr. McKenzie to provide more details, Madam Chairperson.

Fundamentally what we were trying to point out through this exhibit, and again this is a part of the context and this is part of what we have described as the challenges of delivering health care services in Nunavut, and certainly one of the challenges is the fact that the population of Nunavut has these lower health care indicators than the rest of the country.

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Madam Chairperson, I'll ask Mr. McKenzie if he can provide more details about how we selected these indicators. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Ferguson. Mr. McKenzie.

Mr. McKenzie: Thank you, Madam Chairperson. Just following from Mr. Ferguson's comments, we were selective. We chose these indicators really as a means of illustrating some of the specific challenges that the health care system has to deal with here in Nunavut.

I would note that the information was published by the Department of Health. I commend the department for publishing that type of information because I think that type of information is useful for understanding and helping plan the types of services that need to be delivered within the department and within the territory.

I know it will probably come up later on in the planning section, but it's encouraging to see that the department does have an initiative underway to improve the information that it has at its disposal regarding not only use of the health care system but also health indicators. Thank you.

**Chairperson**: Thank you, Mr. McKenzie. Mr. Enook.

**Mr. Enook** (interpretation): Thank you, Madam Chairperson. Again in paragraph 14, I would like to ask a question and I'll read it in English.

(interpretation ends) Paragraph 14 of your report notes that community health centres also have clerk interpreters and caretakers Δካ/ペレĊႪ, Γʹነር ΓΡ°/ ÞΔJ/σďιιί ቫታ°ሲΓ், ለካ/ペレĊႪ

**Δ<sup>6</sup>/ペÞር<sup>56</sup>** (ጋጎትበሆ): ቫժታ°ሲቮ<sup>6</sup>, Γʹር ጵሁጎ°. Γʹር ΓΡ°<sub>7</sub>.

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in addition to community health nurses. Did your audit address the role of such community health centre staff as psychiatric nurses, TB nurses, midwives, community health representatives, or mental health workers in your assessment of the delivery of health care services in community health centres? (interpretation) Thank you.

**Chairperson**: Thank you, Mr. Enook. Mr. Ferguson.

Mr. Ferguson: Thank you, Madam Chairperson. Again, what we did and part of our decisions about what we look at are to make sure that we can get a report finished and done and to you in a reasonable period of time. Obviously the health system is a complex system with many parts and we could spend a lot of time auditing it, so we have to try to divide it up into different smaller pieces.

That's why in this instance we felt that the clerk interpreters were particularly important as the people that were the gobetween in many cases between the health service provider and the patient. Those clerk interpreters are important when there is a difference in language and so we wanted to focus on what they were doing.

We didn't sort of take it beyond the clerk interpreters and the caretakers that we refer to in paragraph 14 because those people were the ones that were providing the direct contact between the patient and the service provider. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Ferguson. Mr. Enook.

**Mr. Enook** (interpretation): Thank you, Madam Chairperson. In paragraph 14 I

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**Chairperson** (interpretation): Thank you, Mr. Enook. Ms. Stockley.

**Ms. Stockley**: Thank you, Madam Chairperson. It's usually the caretakers who take the X-rays. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Enook.

Mr. Enook (interpretation): Thank you. Is there no else at the community health centre trained to operate the (interpretation ends) X-ray machines (interpretation) besides the caretakers? Do I understand that correctly? Thank you, Madam Chairperson.

**Chairperson** (interpretation): Thank you, Mr. Enook. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. Caretakers and nurses are expected to take X-rays and the training that we will be developing will be a type of training for caretakers and a type of training for nurses. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Enook.

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**Δ<sup>6</sup>/40C<sup>6</sup>**: <sup>6</sup>d/<sub>2</sub><sup>6</sup> α Γ<sup>6</sup>, Γ<sup>6</sup>C Δ.Δ<sup>6</sup>. Γ<sup>6</sup> / C<sup>6</sup>C.

Mr. Enook (interpretation): Thank you, Madam Chairperson. If X-ray machines break or need to be upgraded or replaced, who takes care of installing the new machines? Thank you, Madam Chairperson.

**Chairperson** (interpretation): Thank you, Mr. Enook. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. Installation of new X-ray equipment would be part of the purchase agreement. They have to be installed and [calibrated] by the appropriate personnel that we wouldn't have on staff. There are special kinds of technicians who do that work. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. (interpretation) Mr. Enook, do you have any further questions?

Mr. Enook (interpretation): Thank you, Madam Chairperson. Just for further clarity, if an X-ray machine breaks, then very likely the community would have to wait for a technician to come to their community to install or fix the X-ray machine because no one is trained to install or repair the machine. Do I understand that correctly? Thank you, Madam Chairperson.

**Chairperson** (interpretation): Thank you, Mr. Enook. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. Yes, that is correct. There are medical technicians who we would contract to come in and do that work. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Qirngnuq is next on my list.

**Δ.Δº**: ʿd⊁°ႭӶ҆º. Ⴀჼd◁Ⴀ ŰႭ ď°ፚዺልʿdႶናႶ°ፚ፞°ጋ° ďኔት፫▷ሲነጚႶ๋° ረናჼ<ር ∖Ⴍአጢ∢Ⴊჼჼ<C.ኌ°ፚ˙, Pď ለ፫ጢዺჀb▷Ⴖቦť°ሲჼነ<Δ°? ʿdታ°ႭӶ҆ჼ, Δჼረ«▷Ⴀʹჼჼ.

**Δ৬/৫ρ(ς%**: <sup>5</sup>d/<sub>2</sub><sup>6</sup>α/<sub>2</sub><sup>6</sup>, Γ<sup>5</sup>C Δ.Δ.<sup>6</sup>, Γ<sup>5</sup> γ'C.

**¿Ċ∘Ⴀ** (ጋ፟፟\ት∩Ј<sup>c</sup>): 'dታ°Ⴍ፫<sup>t</sup>, Δ<sup>b</sup>¿'⟨₽Ċ<sup>c</sup><sup>t</sup>. CΔ<sup>b</sup>d⟨ ΔĊ<sup>c</sup> Δϲታ▷σϤ<sup>to</sup>⟨C Δ<sup>b</sup>d⟨ σ▷ል'σ⟨२∩<sup>c</sup> Ϥ<sup>o</sup>Ր?∩σ<sup>b</sup>, ⟨⟨↑⟩<sup>c</sup> (LC CΔ<sup>b</sup>d⟨) σ▷ል'ል▷⟨<sup>c</sup>, ⟨<sup>i</sup> (<sup>b</sup> (<sup>b</sup> / Δ)) (CΔ', / Γ<sup>o</sup> (<sup>b</sup> ) (Δ)) (CΔ') (Δ<sup>b</sup> (<sup>b</sup> ) (<sup>c</sup> ) (Δ)) (CΔ (<sup>c</sup> ) (Δ)) (C<sup>b</sup> ) (<sup>c</sup> ) (Δ) (C<sup>b</sup> ) (C<sup></sup>

**ΔΫ<ΡΟ™** (ϽʹλΑΠͿ·): "σλ°αΓ΄». Γ'C ΔΔ», (Δ΄λΑΠ΄)? "Τ'C ΔΔ», (Δ΄Λ΄Δ)?

**Δ⁰/ペ▷ር%**: ˤdϧͼαϳ·, Γ៶ ΔΔι. Γι γίος.

**፞፞፞፞፞፞፞፞፞**<u></u> (ጋ፟፟ነትበሀና): 'dታ°ሲቮቴ, Δቴፖペኦርጐ. ሷ, CΔLΔՐላቴታ<sup>ic</sup> CΔቴdላ ፭°σላቴቴኄጐ<sup>°</sup> ጉርጋርሲσናΓ ላኦርርጐቦ°σ ኒ<u></u>ልት2-ኃታ<u>ል</u>ና በዖቦላቴቴናታቴጋና. 'dታ°ሲቮቴ, Δቴፖペኦርቴ.

**△৬/९▷୯%** (ጋኳዶበJና): ⁵d৮°亞፫७, ፫५ ፫୯୦. ፫५୦ ናዖ°ህ% የህኅ፫▷፫ና፫√%. Mr. Qirngnuq (interpretation): Thank you, Madam Chairperson. I just want to completely understand. I know the question was already asked, but it didn't really satisfy what I wanted to hear. There is a table at the top of page 3 listing health indicators. I'm not sure who to direct my question to, but if you understand my question, please respond to it appropriately.

There are statistics here for Nunavut and Canada. Nunavut is really small in terms of population, but these statistics are really high and they make you think. Can you help me understand how these numbers can be improved? Thank you, Madam Chairperson.

**Chairperson** (interpretation): Thank you, Mr. Qirngnuq. Please indicate who you are asking. Mr. Qirngnuq.

**Mr. Qirngnuq** (interpretation): My question is for the Department of Finance, if they can respond. Thank you.

**Chairperson** (interpretation): Thank you, Mr. Qirngnuq. Mr. Chown.

Mr. Chown: Thank you, Madam Chairperson. I think Health might be a better place to answer that question in detail, but certainly from the Department of Finance perspective, in looking at the statistics on here, certainly continuing to provide funding to our health care system and attempting to continue to reduce smoking rates in the territory seem to be a couple of areas where we could certainly help to improve these stats. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Chown. I believe that should have really gone to Mr. Ferguson.

**'የ~ህ'።**: 'dታ~ሲΓ'<sup>\*</sup>, Δ<sup>\*</sup>/4°, Č<sup>\*</sup>ሲ

ጋየ/'በፈንL' ጋ ፈለ<sup>\*</sup>\*dCኦሮ <sup>\*\*</sup>

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ሲጋሲ<sup>\*</sup>/ዕርሲ<sup>†</sup>, ሲርፈኦየፈ<sup>\*</sup> ፈለ<sup>\*</sup>\*dበቦ σፈ<sup>\*</sup>< ና.

ጋየ/'ታኦ° σ?L የኦታኦ σፈ<sup>\*</sup>ዕ<sup>\*</sup>\b.

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Mr. Ferguson: Thank you, Madam Chairperson. That question is obviously beyond what we were looking at in the audit. I think, though, as you look at these, you have to look at the whole continuum of the health care system. Again, I think it is really the Department of Health that can speak best to it. When you look at it, as Mr. Chown said, you can consider some prevention type of measures, for example, the smoking rate, which presumably also feeds into the level of respiratory diseases, so some prevention type programs.

Some of it, though, also maybe is the Department of Health having a plan that makes sure that the services are provided in the areas that match the population and population growth and some of those types of things. I think it's a matter of looking at the whole range of health services from better prevention to detection to services to being able to provide services in remote areas. Probably all of those things would be needed to help try to improve some of those indicators.

Again, perhaps the Department of Health is the one that would have the best information on how to improve the indicators. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Ferguson. Mr. Qirngnuq.

**Mr. Qirngnuq** (interpretation): Thank you, Madam Chairperson. I directed my question to the wrong person. I apologize for that, Madam Chairperson.

The reason I am asking this question is because the Chairperson talked about it in her opening comments. May 5 to May 7, 2015 is the last time they were here.

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**Δ⁰/ペ▷ርሜ** (ጋጎ,ᲑᲘJˤ): ፕժታ°ႭЃ⁰, ΓʹC છેሀ∖°. ΓʹC ኖዖ°ህሜ.

**'የ°ህ'**: 'd৮°싵宀, Δ°/<>C슨. LΓ⊲៤<sup>™</sup> Ć′d< P°⊂<°⊃ CΔισς<P° CΔj; CιL<sup>™</sup>/L√<sup>™</sup>/Þ™NΓ° CΔσ⊲ς⊐⊲′σ<sup>™</sup>~J. LΓ⊲<><sup>™</sup>ს, Δ°/<>PC쓴.

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**Chairperson** (interpretation): Thank you, Mr. Qirngnuq. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. These indicators are generally thought of to be representative of the healthiness of a population or the health status of a population. We know that the health status of a population points to social determinants of health. Those are things that support health, like education, housing, employment, and those kinds of indicators that support people being healthy.

When you dig down into the particular indicators, from a health perspective, you look at it from the perspective of the things that are "upstream" as we call it, along the lines of prevention and then things that are downstream, so that's the treatment. Someone already has the illness or has the medical condition that has to be treated. A simple example would be a flu vaccine. The upstream treatment or the prevention is to get a flu shot. The downstream part of that is you get the flu and need to be treated or it turns into pneumonia or something else happens and then you require health care. That is just a simple example.

Life expectancy at birth, again, usually points to the social determinants of health and health indicators of generally how healthy a population is, and that is right from before you're born until you pass away. In Nunavut the expectancy is

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Infant mortality, again, is a lot higher in Nunavut. You will remember a few months ago the Department of Health came forward with a baby bed initiative. That's part of helping to reduce infant mortalities. That's one part of doing that and that's the prevention part.

Our smoking rate is quite high and so there are a number of initiatives that are helping to reduce the smoking rate, which also then feeds into our respiratory diseases and that would include cancers and so on from smoking, but it would also include influenza. That's why we come out and ask everyone to really consider rolling up your sleeves and getting your flu shot every year.

We know that suicides and self-inflicted injuries are much higher in Nunavut and why we were successful in establishing the Quality of Life Secretariat and the funding that the Members gave us just very recently to put forward long-term actions on that.

Those are the ways that the department is trying to mitigate or help address some of the issues that would come out as indicators. I hope that answers your question. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. (interpretation) Mr. Qirngnuq, do you have any more questions?

**Mr. Qirngnuq** (interpretation): Thank you, Madam Chairperson. I also thank the

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health representative for the very clear answer. It's very worrisome looking at the statistics and as I stated earlier, those of us who live in Nunavut have the smallest population and we want to continue living. Thank you for explaining those things. That's it for me. Thank you.

**Chairperson** (interpretation): Thank you, Mr. Qirngnuq. (interpretation ends) Mr. Akoak, you are next on the list.

Mr. Akoak: Thank you, Madam Chairperson. Good afternoon, Mr. Ferguson and staff. Department of Health and Department of Finance, good afternoon.

My first question: in your report on page 3 in paragraph 10 you have, "To work in Nunavut, community health nurses must meet certain minimum education..." I'm just having a hard time understanding what that means and "...certain minimum education and work experience..." Are those people just coming out of nursing school? Thank you, Madam Chairperson.

Chairperson: Thank you, Mr. Akoak. I believe Ms. Stockley already answered that question, but Ms. Stockley, I'm going to hand that back to you and maybe you can answer it again. Thank you.

Ms. Stockley: Thank you, Madam Chairperson. Nurses that are just coming out of nursing school, those that are coming out of Nunavut Arctic College, Members will recall that we came forward with a business case that was approved and we are going to be offering a mentorship program starting with this graduating class that's coming out now. They will have their graduation ceremony on June 8 and hopefully then they're coming to us to start their mentorship

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Once they're finished the mentorship program like that, they would be able to work in Qikiqtani General Hospital, for example. For nurses that would go out into community health centres, we would want them to be more experienced. The minimum requirement for a community health centre is that of course you're a graduate of a nursing program and that you have successfully completed your RN examinations and are eligible for a licence with the Registered Nurses Association of the Northwest Territories and Nunavut, and that you would have two years of experience. In order to be a CHN, those are the minimum requirements that we would need you to have.

Your other experience and things we would look at, we would look at the resumé and certain kinds of experiences might make you more suitable to go into certain other communities. I know most communities have a lot of children, but particularly if people have that kind of background, we would look at those kinds of communities. We also are always trying to prioritize which nursing stations or which nursing centres need their staffing next. It's always a prioritization when we get applications for nurses of where they best fit.

I hope that answers your question. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Just a reminder again we have interpreters. Mr. Akoak.

**Mr. Akoak**: Thank you, Madam Chairman. Thank you for the explanation. My next question is: are you getting a lot

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of those students coming to the government to go work once they have the education? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Akoak. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. I assume that you mean Nunavut Arctic College. We know that there are going to be three graduates this year. We don't know how many of those will apply for the nurse mentorship program yet. Thank you, Madam Chairperson.

Chairperson: Thank you, Ms. Stockley. If I may just ask a quick question, does that mean, just for clarification, if one does not take the mentorship, what kinds of implications does that have on the graduate? Thank you. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. In order to qualify for the mentorship, they have to successfully complete their program. As I said, we're expecting three graduates this year. The other part of that is they have to successfully complete their examination. Their NCLEX, or their registered nurse licensing examination, is another way it's referred to. It will then be up to them whether or not they want to apply for the mentorship program. If they do, then we would happily take them on and match them to a community.

The memo that has gone to the graduates is a memo from me and it asks them where their area of practice, what they're interested in, and what community they would like to work in and those kinds of things. Then we try to match them up and make sure that they get their mentorship

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opportunity that's geared toward what their goal is.

If they don't avail of the mentorship program, they are certainly, once they're graduates and once they're licensed, free to go and work wherever they wish in Canada. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley, for that clarification. Mr. Akoak.

Mr. Akoak: Thank you, Madam Chairperson. On page 5, paragraph 21 in your report you have, "As of 31 March 2016, in health centres outside of Iqaluit, there were 69 positions for community health nurses providing primary and emergency care and 25 positions for nurses-in-charge." There are a lot of vacancies. "By region, this rate varied from 60 percent for Qikiqtaaluk (excluding Iqaluit) and Kivalliq to 71 percent for Kitikmeot."

Have you been told why they're having a hard time getting nursing staff in the Kitikmeot region? Thank you, Madam Chairperson.

Chairperson: Thank you, Mr. Akoak. You're a little bit ahead of us. We're doing paragraphs 1 to 18. I'll ask, (interpretation) who did you direct this to? Ms. Stockley?

Mr. Akoak: Mr. Ferguson.

**Chairperson**: Mr. Ferguson.

Mr. Ferguson: Thank you, Madam Chairperson. We didn't break it down any further than that into what the reasons were. Again, I think the whole audit report talks about a number of the reasons why there are vacancies in general. I think we  $C\Delta L$   $C\Delta L$   $\Delta L$   $\Delta$ 

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**Chairperson**: Thank you, Mr. Ferguson. Just a reminder, we are on paragraphs 1 to 18. Mr. Akoak.

Mr. Akoak: Thank you, Madam Chairperson. I just have pages 1 to 5, so that's why I went to page 5, but it can be my last question on this topic, on paragraph 21, if I can direct it to the Department of Health. Were there any improvements since then? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Akoak. Ms. Stockley.

**Ms. Stockley**: Thank you, Madam Chairperson. The vacancy rates tend to be a snapshot in time and they vary. As we move through the process, I'm sure we will get to the specifics of the nurse recruitment numbers and so on.

Generally, if I were to answer a question today with regard to what the vacancy rate was and then you were going to ask me the question again next week, there would be some slight differences in that. Some of the variations can be that we have gone out and concentrated on one area as opposed to another in terms of nurse recruitment. We advertised and we got a number of applicants who wanted to work in one region rather than another region, it could be as simple as that.

**Δ⁰/ペ▷ር%** (Ͻʹ៶ληͿʹ): 'dϧͼͼ΅, Γʹϲ છંυ៶ͼ. ΔͼϧΔηΓ⊲ϽΔͼͼʹϽης ͼ៶ϧησιΓς 18-Ϳς ϷʹϧϘϧϧϧϽͿς. Γʹς ϭʹ;Ϳϥͼ.

**፭'d፭'** (ጋኒትጠታ): 'dታ°ሲቮ', Δ<sup>6</sup>/ペ▷ር'<sup>6</sup>. 1-፫<sup>c</sup> 5-Ϳ<sup>c</sup>, ዮኒነ-ር<sup>16</sup>ሩሲσ⊲ϲ<sup>16</sup>ርና ጳለ<sup>6</sup>ዕበ°ፚ<sup>6</sup>. ር<sup>4</sup>ዎ<sup>4</sup>ሁ 21-ൎjb°ፚ<sup>4</sup>ጋ<sup>6</sup>ህ ር<sup>6</sup>ዕል<sup>6</sup>ሁ ፭''ፚ፭'<sup>6</sup>δ<sup>6</sup>ሬ<sup>4</sup>ሰ<sup>6</sup>ጋርሊት<sup>6</sup>ሪ , CL°ሲ ለኦ/ぐ<sup>6</sup>ር<sup>16</sup>, ላይኦ/ぐ<sup>6</sup>ር<sup>16</sup>/Lር<sup>16</sup>ሩ<sup>7</sup>? 'dታ°ሲቮ<sup>6</sup>, Δ<sup>6</sup>/ペ▷ር<sup>16</sup>.

 $\Delta$ **⁰/ペレር%** (ጋጎ,2∩Јና): የ  $\sigma$ ት, Γ'C ፭የዕላ%. Γ'C /Ċ $^{\circ}$ ር.

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We're not aware of anything systemic where people don't want to go work in the Kitikmeot if that's what your concern is. I guess I'll just leave it there for now. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Next on my list is Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Madam Chairperson. My first question is for the Office of the Auditor General on paragraph 15. After the audit, I know they looked at documents. I'll use the Kivalliq as an example. Baker Lake is a Kivalliq community and they fall under the jurisdiction of Rankin Inlet. My first question is: did you look at the two communities of Rankin Inlet and Cambridge Bay equally or were there differences between them? Thank you very much, Madam Chairperson.

**Chairperson** (interpretation): Thank you, Mr. Mikkungwak. Mr. Ferguson.

**Mr. Ferguson**: Thank you, Madam Chairperson. Again I'll start, but then perhaps ask Mr. McKenzie to provide some more details.

Again, what we were doing was we were looking at the health system as a whole as it operates in Nunavut. To get an understanding of how the system as a whole operates, we had to go to different regions to see the operations to get a sense on the basis of the different regions, the different population makeups, how far they were from centres, and what their health status was like just to get an overall understanding. In the course of the audit, again, we didn't compare one region to another or we didn't just audit what was going on in the one region. We were using

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that information to get an understanding of how the system as a whole operates.

I'll ask Mr. McKenzie if he has anything else that he wants to add in terms of what we looked at in some of those regions. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Ferguson. Mr. McKenzie.

Mr. McKenzie: Thank you, Madam Chairperson. No, we treated all the communities that we visited or we approached all the communities that we visited the same way. We spoke to the individuals within the health centres to get their views on orientation and training in the various aspects we looked at in the audit, quality assurance procedures and safety measures that were in place. We didn't treat any one community differently than another. We tried to talk to each one in terms of, if you will, the same approach in terms of the issues that we looked at. Thank you.

**Chairperson**: Thank you, Mr. McKenzie. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Madam Chairperson. I'll direct my question to the same people. Listening to you, it is clear that you looked at the health system as a whole equally. Some of my colleagues represent smaller communities and others represent bigger communities. Some communities are developing and growing much faster and some have mines near their communities. Did you look at such areas during your audit so that you can see how the health system as a whole needs to develop in Nunavut? Thank you, Madam Chairperson.

**Δ<sup>6</sup>/ペレር** (ጋ<sup>5</sup>/<sub>2</sub>/<sub>2</sub>/<sub>1</sub>): የ<mark>4</mark>/ታ<sub>1</sub> <mark>៤</mark> <sup>6</sup>, Γ<sup>6</sup>/<sub>2</sub> <sup>6</sup>/<sub>2</sub> <sup>6</sup>

**ΓΡ°γ** (ϽʹϞϒΛͿϚ): 'ϭϧʹʹϼʹϳϧ, ΔϧγϘϷϹʹͼϧ. ϭʹ·Ϧ, Δϼϲʹϲʹ >ϹϚϹϘϲʹ >ċͺΛϭʹͼϹϘϲ ϭϧϒϯʹϝϧ ΛϲϷʹ϶ϽͿϲ, ΔϼΔϲ Ϸʹϧ·ϧϦΛΓϲʹ϶ʹϲϭͿϗʹϭ ϭΛʹͼϧʹͼϧϽϹϲ ϹϭϤ ΛϲͿϲʹϧϹϘϭʹͿϲ ΔϲʹͼϭϤϒϽͿϲ, ϹϭϤϽ ΛϷϭʹϧΓʹϼϲ ϤʹϹʹͼϼʹ϶ϽϳʹϲϹϪϲϭʹϧʹʹϼϲ ΔϲϧϷϒͰϲͿϼϲ, ΔͰʹͼͺϼϼϲͼͰ ϭͿϧϔͼʹϧʹϲϽϝϧ ΛϲϷͼʹϧϹϘϲ, ϭͿϧϔϽϪʹͼϥʹϝϧ ϷϲʹϲϲϷʹ϶ϲϾϧϲ. ʹϭϧʹͼͺϹϧ·

**Chairperson** (interpretation): Thank you, Mr. Mikkungwak. Mr. Ferguson.

Mr. Ferguson: Thank you, Madam Chairperson. That question, I think, gets to the part of the report that starts at about paragraph 104 because those are the types of things that we said that we expected that the Department of Health would have had information about, the fact that the populations are growing, that they're changing, that they would have ways of determining how to allocate resources, how many health care practitioners would be needed on the basis of, perhaps, population or other factors.

I think the question that is being asked gets to the part of the report that really starts later on at paragraph 104, which is around the factors that the Department of Health needs to include as it is undertaking its current planning process. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Ferguson. Mr. Mikkungwak.

**Mr. Mikkungwak**: Thank you, Madam Chairperson. I guess, when I look at my questions, I'm leading myself to the next question here.

When I look at paragraph 17, paragraph 17 of your report states that "...having the right number and type of staff in health centres, with the training and tools they need to deliver health services, is essential to ensuring that residents of Nunavut receive the health services they need..." Why did your audit not also examine public health, mental health, or long-term community care services in community health centres? Thank you, Madam Chairperson.

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**Chairperson**: Thank you, Mr. Mikkungwak. Mr. Ferguson.

**Mr. Ferguson**: Thank you, Madam Chairperson. All of those are important areas of the health system that could be the subject of future audits.

Again, as I think I said earlier, the health system is complex. It touches on a lot of things. As we have heard, it goes from prevention to detection to treatment, so there is a lot to it and there are those types of things like public health, mental health, and long-term care facilities. There is a lot in the health care system that we could look at.

In order to get a report done within a reasonable time frame, we had to focus on one part of the health care system. In this case what we focused on, again, was the people at the front end, the nurses in the community health centres primarily and the other people that were dealing with patients directly, the interpreters, people taking X-rays and that type of thing.

In order to get a report out in a reasonable period of time that touched on some of the important subjects in the Department of Health and the health care system in Nunavut, we had to scope it to those specific questions, but the types of areas you're talking about certainly could be the subject of future audits. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Ferguson. Mr. Mikkungwak.

**Mr. Mikkungwak**: Thank you, Madam Chairperson. One more question before I transfer on to the government to the Office of the Auditor General.

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**୮ዮ°፟ህ⊲ጐ** (ጋጎዶ∩J<sup>c</sup>): 'd৮°ഫ്Ի, △ዮረ९▷Ċ<sup>c</sup>. ⊲ር▷ሥቴዮሮዀ ሁペĽቴሪ°ഫ<sup>c</sup> ጎՐ⊲፫▷°ँ/°σ°σ° ዮ୯๗๗%በቴሪ° ጋናነጋጐ. When you indicate a tool that is used in the health centres, did you not also take into consideration any other tools that the Department of Health uses, for example, heart monitors, or were you just focused on X-ray machines across the board? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Mikkungwak. Mr. Ferguson.

Mr. Ferguson: Thank you, Madam Chairperson. Really what we put our focus on was the training, the orientation, and making sure that the staff were trained. When it came to things like equipment, it really was just the one specific where we dealt with the X-ray technicians, the training they had and their ability to take X-rays.

Again, something like how those health centres are equipped is something that we could look at in another audit perhaps in the future, but in the meantime again, what we were primarily focusing on was the training part of that sentence. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Ferguson. Mr. Mikkungwak.

**Mr. Mikkungwak**: Thank you, Madam Chairperson. I guess the government sort of got a lead here on the questions that I am about to ask.

I guess this would be to the Department of Health. Did your department assist the Office of the Auditor General in identifying and selecting which communities to visit in the course of the audit and, if so, what factors influenced your recommendations? Thank you, Madam Chairperson.

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**Chairperson**: Thank you, Mr. Mikkungwak. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. Staff were asked to be completely open and honest with the Office of the Auditor General, all staff were, and we had many meetings with the auditors when they were here doing their audit.

If I am recalling correctly, there were a couple of different conversations with regard to who on the frontline should be spoken to and where information could be gathered. Our recommendation to the Auditor General's team was that they look at our bigger health centres, our regional centres, and to also make sure that they looked at a health centre in every region and recommended that there be consideration to looking at smaller health centres and medium health centres.

I don't recall if we asked for specifics or not or recommended specific communities, but again if I am recalling correctly and remembering certain discussions with me, it was to make sure that they got a good snapshot of the kinds of health centres that are operating throughout the whole of the territory. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Madam Chairperson. My question is again to the Department of Health officials. The Auditor General's audit of health care services in Nunavut focused on primary and emergency care. From your perspective, would an audit of other types of health care delivered at community health centres be beneficial and

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informative for improving your service delivery model? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Mikkungwak. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. I have been reflecting on that very question actually for the last number of weeks and months to be honest. As I have mentioned to a few people, once we have heard the recommendations and agree with the recommendations, we're looking forward to getting down to getting the work done that needs to be done to correct and deal with the recommendations that have been put forward. Since I became deputy a little over two and a half years ago, the department has been under constant audits or reviews or external reviews and things. and all of them have come with recommendations.

The thing that you have to balance is that we have capacity issues right throughout the territory and health is no exception. When we take our health staff away from delivering health care to participate in audits, no matter how valuable they are, that does place a burden and that does take away from the delivery of health services. You have to be very careful to balance that. While the process was excellent, we had a very good working relationship with the Auditor General, and their recommendations were also excellent and a very high quality, we did have to spend a considerable amount of our health care resources on working with the Auditor General's team to get this report together.

All of that to say that yes, there is value, but I hope that there is a bit of time granted to give the health team, including ለዶናበ<mark>?</mark>ስና ለ⊳σ‰\⊳፫ና<mark>ሪና</mark>ጋቦና? ና<mark>ሪ</mark>ታ°ሲ፫ኑ, Δ৬/९⊳፫‰

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À, ÞÌNY בתבף ישר אמישיחכף אלאה איש אישרישר האישר אישר אישר אישר שישר אלישר בשישר שבר הישרי those on the frontline because they have to be interviewed and so on, an opportunity to do the work that's outlined here and the very critical work that we have to do, particularly with the model of care. I think that will turn out to be the key to our long-term solutions in health care and making sure we have the right professionals at the right time doing the right jobs and doing the parts of their jobs that they were hired to do. We don't want CHNs or nurses in charge doing a lot of administrative work. We want them delivering health care services to Nunavummiut.

I hope I answered your question. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Madam Chairperson. I also thank her. I have another question to the Department of Health. Earlier it was mentioned that there would be another follow-up audit in the future. Your main recommendation is to look at different communities in Nunavut.

There is advancement in Nunavut and since health care is very important and provides services to many people, my question is: if there should be a follow-up audit of the Department of Health, would you consider looking at the communities where there has been a population explosion, especially in communities with nearby mines? It's going to have an effect on health care professionals and nurses. Would you consider looking at the communities where the population is exploding? Thank you very much, Madam Chairperson.

Chairperson (interpretation): Thank you,

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Mr. Mikkungwak. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. You raise really good points. Those are pieces of work that we have identified in our model of care review. I certainly don't want to give the impression that we wouldn't welcome working with our colleagues in the Auditor General's office again on an audit. I just want to note that those are some of the very questions that we have as the basis of our model of care review.

As the model of care review rolls out, just building on something that Mr. Ferguson said a few minutes ago, we have started with the people at the front end, those who are delivering health care services, to get their ideas and impressions and understanding of what their workload is exactly, what it's comprised of, and what kind of duties so that we can understand what the people on the frontlines are facing.

Once we had an idea of what that looked like, and again it's still in its preliminary stages, we then interacted with NTI and brought NTI into the process to start working more closely with them. As it unfolds, we will be going out to all health centres, all communities, and making sure we get the input of Nunavummiut on a broader basis.

This isn't something that's going to happen in a couple of months. As you may recall, when we asked for money, it was approved in our business case. This is still a two-year process. We think we're headed in the right direction and we do believe that we're going to get to those issues that you raised. Thank you, Madam Chairperson.

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Chairperson: Thank you, Ms. Stockley. (interpretation) Mr. Mikkungwak, are you done? (interpretation ends) Okay. Before we proceed to the next name on my list, we're going to take a 10-minute break. Thank you.

>>Committee recessed at 15:09 and resumed at 15:29

**Chairperson**: Thank you for coming back, everybody. Who's on my...? Tom Sammurtok, you're the next one on the list.

Mr. Tom Sammurtok: Thank you, Madam Speaker. (interpretation) Thank you. I only have one question on this section that goes up to paragraph 18. My question is on (interpretation ends) paragraph 18. (interpretation) It says, (interpretation ends) "For more details on the audit objective, scope," etcetera, and this is my question to the Auditor General. It says, "See pages 28 to 31."

On page 28 of your report it states that you did not examine the implementation of information technologies in the scope of your audit. Given the increased reliance on information technology for such activities as transferring data, long-distance consultations with health specialists, and access to departmental policies over the Internet, why did you decide not to review this aspect of Nunavut's health care service delivery? (interpretation) Thank you, Madam Speaker.

**Chairperson**: Thank you, Mr. Sammurtok. Mr. Ferguson.

**Mr. Ferguson**: Thank you, Madam Chairperson. I think that paragraph at the bottom of page 28 in the section on

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"About the Audit" which talks about the things that we did not examine gives you a list of all of the potential topics that could be covered in audits of health. As I have said, I think, a couple of times, the health system is complex. It's a system that touches essentially on everybody in the territory and there are a lot of different components to it.

Again, in the planning of an audit, we had to try to scope it into something that we could deliver within the year and that's why we had to leave some things out, some things that are very important to the health system, but leave them out because we couldn't cover them all in this audit. They could be potentials for future audits. Something like information technology in the health system might even be the subject of an audit all on its own.

All of the issues around why we left things out just came down to there was only so much we could cover in the time that we had available. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Ferguson. (interpretation) Mr. Sammurtok, any more questions?

**Mr. Tom Sammurtok** (interpretation): Thank you. That's the only question I have on this topic, but I'll ask more questions once we reach the appropriate sections. Thank you.

Chairperson (interpretation): Thank you, Mr. Sammurtok. (interpretation ends) I have no more names on the list for paragraphs 1 to 18. We will go on to paragraphs 19 to 41. If everybody can write that down, 19 to 41. Mr. Rumbolt, I see your name is on the list for that section. Thank you.

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Mr. Rumbolt: Thank you, Madam Chairperson. My first question is maybe more of a clarification. This is for the Department of Health. The audit referred to seven communities that they visited and the names were given earlier. We have like 18 other communities. I'm just wondering if the audit findings for these particular communities are common throughout the rest of the communities. Are they the same issues throughout Nunavut or would you say that the communities that were chosen were unique and had special issues with those particular communities? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Rumbolt. I'm sorry; I forgot who you were directing that to. Oh. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. While there could be variation among the communities, the Department of Health feels that the findings of the Auditor General were fairly reflective of what we expected them to find. We had very upfront and open conversations with the Auditor General's team with regard to our officials' concerns, also letting them know some of the things that we were planning to create business cases on that were going through the approval process because this audit of course was 2014-15 and 2015-16. We were well into business case planning for the fiscal year 2017-18 when this audit occurred.

In our discussions with the Auditor General's team, again our recommendation was that they make sure that they go to every region and that they look at a cross-section of health centres, if they couldn't go to all of them, that they look at a cross-section from the bigger to 5024-60144 NNS1846-601620 PSOBORD ADCSTANCE OF DACCES DACE AND STREET AND ST the smaller. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Rumbolt.

Mr. Rumbolt: Thank you, Madam Chairperson. This question is for the Auditor General. In paragraph 19 it indicates that your audit "found that the Department of Health did not adequately support community health nurses and other selected health care personnel working in community health centres" while paragraph 21 describes the very high vacancy rates for community health nursing positions. Did your audit identify specific instances where a lack of support directly impacted the department's ability to retain staff? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Rumbolt. Mr. Ferguson.

Mr. Ferguson: Thank you, Madam Chairperson. I don't think I could say that we identified specific cases, but I think the types of issues that we raise in the audit did come up time and again as obstacles to filling some of the positions. As you go through the whole audit and identify the issues that we're talking about, maybe it's some of the terms and conditions in terms of being able to have some time off or whether it's some of the issues around safety in the health centres.

I think we talked about some other items that have come up in the course of that, things like having housing available, proper facilities available, and all of those types of things. They came up as issues that made it more difficult to fill the vacancies, but I couldn't say that we were able to identify that in this case it was very

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clearly this reason that caused a particular vacancy. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Ferguson. Mr. Rumbolt.

Mr. Rumbolt: Thank you, Madam Chairperson. My next question is for the Department of Health. Also in paragraph 21 of the Auditor General's report it lists a number of community nursing positions. I know Mr. Akoak asked this question earlier, but I'm just going to add a little bit to it if I could. Nursing positions as of March 31, 2016, the vacancy rates were between 60 and 71 percent. Has your department conducted any kind of analysis of changes in vacancy rates over time? Are we seeing a trend in, let's say, over the 10 years, whether the vacancy rates are getting better or getting worse in the health professions? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Rumbolt. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. No, we haven't conducted such an analysis and the reason being is that we have added so many different kinds of professionals to the health centre mixes, so home care nurses, nurse practitioners, TB nurses, and so on. It would be like comparing apples to oranges, I think, which is why we have asked to go down the road of doing the model of care review so that we can determine what is needed in the health centres, the skill mix that is needed, and then once we have those positions in place, it will set the groundwork for being able to track those issues into the future. Thank you, Madam Chairperson.

Chairperson: Thank you, Ms. Stockley.

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Mr. Rumbolt.

Mr. Rumbolt: Thank you, Madam Chairperson. I would like to switch back to the Auditor General's office with a question. In paragraph 23 of your report you noted that the Department of Health is "responsible for preparing job descriptions and designing and adjusting the Department's organizational structure..." Did your audit examine any instances where adjustments to the department's organizational structure had a measurable impact on health service delivery at the community health centres? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Rumbolt. Mr. Ferguson.

**Mr. Ferguson**: Thank you, Madam Chairperson. I think that my answer to that would be in fact it's sort of the other way around. As opposed to us sort of finding any instances where the organizational structure had a measurable impact on the health service delivery, I think the issue really comes up later on again when we talk about the planning starting in paragraph 104, the fact that it is important that the organizational structure and I guess what is being referred to as the model of care, that that organizational structure reflect the needs of each of the communities in sort of designing the services that need to be delivered by the community health centres.

It wasn't so much that we found instances where the department's organizational structure had a measurable impact, but I think what's important is that the department's organizational structure needs to be able to adjust to what the needs of the community are moving forward. That's why the section on

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planning and the model of care is so important to the success of the health system in the future. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Ferguson. Mr. Rumbolt.

**Mr. Rumbolt**: Thank you, Madam Chairperson. My next couple questions will be for the Department of Health first and then maybe Finance.

The Department of Health employs casual and agency nurses to fill vacant positions or to replace nurses on leave. Paragraph 22 states that in the 2015-16 fiscal year approximately \$16.3 million was spent on agency nurses and \$15 million on casual nurses. Has your department worked with the Department of Finance to analyze trends in the costs for agency nurses and casual nurses over the years? Are we becoming more dependent on agency nurses or is it the other way where we're hiring more staff and not having to rely on the agencies? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Rumbolt. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. There are actually a couple of different parts that would answer the question for the Member. With regard to agency nurses, as Members may recall, we went out with a new RFP for agency nurses last year. We have 11 contracts with nurse agencies right now to get agency nurses or relief nurses.

With regard to dependency on casual and agency nurses, we do interact quarterly with the Department of Finance to look at where our needs are and what the trends

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are looking like. One of the things that we did note was that the fragmentation of hiring casual nurses even within the Department of Health was something we had to address. We centralized our nursing recruitment function and we're almost ready to launch a new recruitment process where the HR part of the Department of Health will be continuing their work on getting indeterminate nurses.

I just want to bring to the Member's attention that we actually hired 57 nurses from April 2016 to April 30, 2017. We have 42 nurse hires pending so far in 2017-18 and we're only a month into the year. Nine interviews are set up and ready to go. That's our indeterminate piece.

For the casual piece we're also putting forward a new process where the staffing of casual nurses will occur with a lot of input from operations, from the frontline staff, so that we know what health centres are in need, what their particular needs are, and it gets to the question that was asked earlier as well and what kinds of skills and so on are required for that community. There are several pieces that we're putting in place to, I guess, try to improve things going on.

One of the things that we also did was map out all of the steps that are required in staffing a nursing position indeterminately and on a casual or locum kind of process. There is still a little bit of work being done, but we know we're up over 90 steps in each of those processes. What we have done is mapped them and who is accountable and responsible for every single step in the process.

Once we're finished that in the next few weeks, it will be shared more broadly within the department and we will know Ε΄ΔΡΥ΄ ΛΎΠΓ΄ Γ΄. Δ<sup>6</sup>βαΔΥβΔ<sup>6</sup>α σσσ<sup>6</sup>)σος CL<sup>6</sup>α Ρ<sup>6</sup>βΡζα<sup>6</sup>ας σσος Δ<sup>6</sup>βαΔΥ<sup>6</sup>Α<sup>6</sup>ΑΓα σσος Δ<sup>6</sup>βαΔΥ<sup>6</sup>ΑΓα Δ<sup>6</sup>ΑΓα σσος Δ<sup>6</sup>βαΔΥΔ<sup>6</sup>α Δ<sup>6</sup>ΑΓα σος Δ<sup>6</sup>βαΔΥΔ<sup>6</sup>α Δ<sup>6</sup>ΑΓα σος Δ<sup>6</sup>βαΔΥΔ<sup>6</sup>α Δ<sup>6</sup>ΑΓα σος Δ<sup>6</sup>βαΔΥΔ<sup>6</sup>α Δ<sup>6</sup>ΑΓα σος Δ<sup>6</sup>βαΔΥΔ<sup>6</sup>α σος Δ<sup>6</sup>βα

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**Chairperson**: Thank you, Ms. Stockley. Mr. Rumbolt.

Mr. Rumbolt: Thank you, Madam Chairperson. My next question will be for the Department of Finance. In paragraph 24 it notes that the Department of Finance has the responsibility for "hiring nonnursing employees, reviewing and evaluating all job descriptions for the Department of Health, and determining the salary of a position." Can you describe your department's working relationship with the Department of Health on these matters? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Rumbolt. Mr. Chown.

**Mr. Chown**: Thank you, Madam Chairperson. I think I would describe our working relationship as collaborative. Over the last probably two years with interactions back and forth with Health. some of the items that we have seen here in this report have actually already become obvious to us. It's over that period that we initiated regular meetings, I think, initially almost monthly and we have moved to quarterly now, where we get together at a senior level, identify what is working well and what is not, and how we can improve our communications. We particularly focus on the areas of staffing recruitment, job evaluation, and trying to make those processes work efficiently between our two departments. Thank you,

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Madam Chairperson.

**Chairperson**: Thank you, Mr. Chown. Mr. Rumbolt.

Mr. Rumbolt: Thank you, Madam Chairperson. Just a question and I know it's going to come up later on in the audit, but just to maybe get it started here, when it comes to both departments working together in the hiring process, and this could be maybe a question to the Department of Health, do you feel that it would be better if you did all the hiring on your own and not involve another department or is it more efficient to do it the way that you're doing it right now? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Rumbolt. I also need reminding. Ms. Stockley.

**Ms. Stockley**: Thank you, Madam Chairperson. Like most changes that could be contemplated, there will be pros and cons of that kind of change.

If we were to look at other jurisdictions, I know the question was asked to Mr. Ferguson and his staff earlier about how Nunavut is different where Nunavut is responsible for delivering the health system. In other jurisdictions there would be health authorities or health boards and they would be responsible for the operations of the health system, which includes all frontline hiring of all the different health professionals, paraprofessionals, and non-professionals that would be working on the frontline and throughout the health system.

The department is responsible for the oversight, policy setting, and all the other things that departments do related to government process. In our environment

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we do have staff and we do have delegated authority for nursing hiring. If we were to move to a system where Health was responsible for hiring all health staff, particularly I assume you're meaning clinical staff, then we would need the resources, tools, and capacity to do that.

Is it easier to do it on your own than to involve another department? Well, even with nurse hiring, we still have to involve the Department of [Finance] because the process that government has chosen requires us to be back and forth with regard to the salary piece with the job evaluation and so on.

Even though we have delegated authority for nurse hiring, we still have many touch points between us and the Department of Finance. Unless there is an overall change where everything health hiring-wise was in the health department, we would still be having to work in collaboration with the Department of Finance.

I hope that answers your question. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Looking at my list, Mr. Mikkungwak, you're next.

Mr. Mikkungwak (interpretation): Thank you very much, Madam Chairperson. My first question is for the Office of the Auditor General. In paragraph 26 of your report you note that the Department of Health did not deliver consistent orientation and training to its nurses or selected support staff working in health centres. Did your audit evaluate the different types of training that could have been offered? Thank you, Madam Chairperson.

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**Chairperson**: Thank you, Mr. Mikkungwak. Mr. Ferguson.

**Mr. Ferguson**: Thank you, Madam Chairperson. No, we didn't specifically evaluate the different types of training that could have been offered.

I think, as you look through the report, you will see, for example, in paragraph 33 where we say, "Department officials told us that some community health nurses had not received adequate orientation and training..." Similarly in paragraph 36 we say, "Most of the X-ray takers we met had not taken training, felt more was needed, or had not taken training in many years." We identified a number of weaknesses in the training that they were doing.

We made a recommendation in paragraph 39 that "The Department of Health should ensure that appropriate orientation and training are made available on a timely basis..." That recommendation is really leaving it up to the Department of Health to determine what is appropriate in terms of the orientation and training. In doing that, they need to take into account, again, the fact that the health workers, the nurses in the community health centres in Nunavut, are working often in an expanded scope of practice, a system where you do have people like caretakers and clerks who are performing X-rays, so a system that operates differently than many other systems.

In dealing with our recommendation in paragraph 39, they need to identify which of their staff need training, what type of training they need, is there an appropriate training program available that can be provided, or does training material have to be developed? Once it has been identified, who needs training and what training that

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they need to have, they need to track whether those people are actually being trained so that they know that these people who are doing these tasks that are supposed to be receiving some sort of mandatory training are receiving that training and they also need to know whether the training is delivered when it should be delivered.

We didn't specifically evaluate the types of training that need to be offered. That's what the Department of Health should do and taking into account the types of considerations that I just said as they respond to our recommendation in paragraph 39.

**Chairperson**: Thank you, Mr. Ferguson. Mr. Mikkungwak.

**Mr. Mikkungwak** (interpretation): Thank you very much, Madam Chairperson. He referred to paragraph 36 and I'll continue with my next question on that.

Paragraph 36 of your report discusses training for health centre staff who take X-rays and states that an analysis concluded that some of the X-ray images were of poor quality for diagnostic purposes. What other types of analyses were conducted with respect to X-rays taken at health centres? Thank you, Madam Chairperson.

**Chairperson** (interpretation): Thank you, Mr. Mikkungwak. Mr. Ferguson.

Mr. Ferguson: Thank you, Madam Chairperson. Essentially what we identified in terms of the X-rays is explained in paragraph 36. There was an issue of a lack of training for the people who were taking X-rays in many of the health centres. The department had identified that as a problem and they

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conducted a review in 2015 that raised these issues. It was their analysis that actually discovered that this 45 percent of the 711 X-ray images taken in the period of time that they analyzed were of too poor a quality to be used for diagnostic purposes.

As we said, they did some training sessions after that, but most of the X-ray takers that we met still had not been trained or they felt they needed more training or it had been a long time since they had done the training. I think the story here is really that it's a recognized issue; it's a problem that the department is aware of. Even though they were aware of it, they did try to put some additional training in place, but that doesn't seem to have actually dealt with the problem.

Hopefully in the measures that they are taking now, they will be able to identify who needs to be trained on taking X-rays, make sure that they are trained, and then have a process in place to evaluate the quality of the X-rays that are being taken by those people after they receive the training. The issue here again was an issue of the quality of the X-ray images.

It wouldn't be sufficient just to put a training program in place and to make sure that the training is being followed by the people who are taking the X-rays. They need to follow up on this analysis and make sure that they can see an improvement in the quality of the images that are being taken after that training has been put in place. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Ferguson. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Madam

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Chairperson. My next set of questions will be to the Department of Health. Paragraph 31 of the Auditor General's report discusses the importance of orientation for employees while paragraph 32 addresses the issue of training. Can you provide a brief overview of how orientation and training activities are currently coordinated within the department? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Mikkungwak. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. The orientation activities are fragmented at best and we are aware of that. We're preparing an RFP to develop the curriculum for the clinical orientation program for the nursing workforce, but we know it can't wait. In the interim the chief nursing officer's clinical orientation program is being implemented. That has an initial abbreviated session being delivered in June of 2017. We're getting on this and making some changes as of next month. It is anticipated that the complete orientation will be delivered in the fall of 2017. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you. This question is also going to the Department of Health again. Paragraph 33 of the Auditor General's report refers to training for community health nurses to perform delegated medical functions. Can you provide some examples of these medical functions? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Mikkungwak. Ms. Stockley.

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Ms. Stockley: Thank you, Madam Chairperson. Those functions would include setting bones, so putting casts on. It would include dispensing medications. It would include taking X-rays in some cases. Those are the kinds of advanced practice skills that are required. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Madam Chairperson. I'll ask another question to the Office of the Auditor General. Paragraph 37 of your report discusses training for clerk interpreters and indicates that a "nonmandatory" course on medical terminology was available for clerk interpreters. Did your audit identify any "mandatory" courses required for clerk interpreters? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Mikkungwak. Mr. Ferguson.

**Mr. Ferguson**: Thank you, Madam Chairperson. No, there was nothing of a mandatory nature that was brought to our attention.

What we did identify was this "non-mandatory" course on medical terminology. I think again this is something that the department needs to consider and I think we have heard this afternoon that they're taking steps related to their clerk interpreters. Again, I think they need to identify to what extent is it mandatory for clerk interpreters to be able to understand medical terminology and have the appropriate terminology in the different languages so that they can help to pass messages between the health care

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provider and the patient.

I think the fact that these courses were non-mandatory sort of raises, really, the question for the department about understanding or deciding to the extent this type of course should in fact be mandatory for their interpreters. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Ferguson. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Madam Chairperson. I'll be asking this question to the Department of Health officials. Health worked on the physical well-being for medical travel clients of Nunavut. Would the courses be written down when you're going to be providing assistance to a person who is ailing and the interpreter has to be well trained? That's my question to the Department of Health. Thank you, Madam Chairperson.

**Chairperson** (interpretation): Thank you, Mr. Mikkungwak. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. Medical interpreting courses and modules are offered as part of Nunavut Arctic College's interpreter training program. Up until fiscal year 2016-17 the Department of Health didn't have a budget to offer training to staff. We were successful in getting I think it was \$1.6 million that Members approved for that fiscal year as ongoing funding. That has allowed us to do some work with Nunavut Arctic College to get more medical clerk interpreter type courses available.

The department, in conjunction with NAC, offered medical interpreting module

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3, which focuses on diseases, and module 4, which focuses on ailments to department staff in January and February this past year in 2017 in Rankin Inlet. We had 14 staff attend there. Module 2, which focuses on physiology as part of the interpreter/translator course, was offered March 9 to 27 in Iqaluit and we had six employees attend that.

NAC will be offering five medical interpreting modules as part of the 2017-18 academic year. Members may wonder why they're just hearing about five now because it has usually been in the past there have been four courses. I'm happy to advise that a new mental health terminology module is under development and will be offered this coming year. The dates will be need to be determined on that, but that is what puts our medical interpreting courses up to five. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. That is very encouraging to hear. Mr. Mikkungwak.

**Mr. Mikkungwak** (interpretation): Thank you, Madam Chairperson. I agree with your earlier comment in part, but I also disagree with it. I'll give you my opinion.

Some interpreters have already been trained, but some others have not completed their training. You were provided funding of \$1.6 million so that the interpreters could be fully trained. Looking at the whole of Nunavut, we have health centres in all of the communities that require properly trained interpreters for unilingual Inuit. The nurses in turn need accurate interpretation when talking with patients. I want to ask: if all the interpreters are to be fully trained, will these funds be sufficient? Thank you,

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Madam Chairperson.

**Chairperson**: Thank you, Mr. Mikkungwak. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. The funding that we determined that we needed to address clerk interpreter, X-ray training, and so on was over \$5 million. We were granted \$1.6 million, so no, the funding is not adequate.

The bulk of the funding this year is going to the clerk interpreters and to the X-ray training. Again, we have to make choices and prioritize within a particular funding envelope, but our focus this year is the nurse training, the X-ray, and medical terminology with the hope that all clerk interpreters would be provided with a whole suite of training. That would be the ideal and it's something that we would hope that we would get the support to achieve. Thank you, Madam Chairperson.

Chairperson: Thank you, Ms. Stockley. (interpretation) Mr. Mikkungwak, do you have any more questions? (interpretation ends) Okay. Let me see. Who is next on my list? Mr. Joanasie.

**Mr. Joanasie**: Thank you, Madam Chairperson. Many of my questions have already been answered, but I do still have a few questions, namely, towards the Department of Health.

I'm going to jump ahead to the audits, paragraph 102, only because it touches upon recruitment and retention. It states that the GN Nursing Recruitment and Retention Strategy had been designed to reduce the vacancy rate from its historical range from 30 to 40 percent to a range of 15 to 20 percent by 2012.

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Then we look at paragraph 21 of the report, it says that of the 69 community health nurses, there are 43 that were vacant, which equals to 62 percent. Was this just a bad year for recruitment and retention or has it been at this point for a long time? I think it kind of touches upon Mr. Rumbolt's question on how you're trying to deal with the vacancy rate. Has it gotten worse since 2012 looking at these figures? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Joanasie. Ms. Stockley.

**Ms. Stockley**: Thank you, Madam Chairperson. Trends in hiring tend to be a bit cyclical in nature. We know that nurses are in demand and in short supply right through the country, so that could certainly be having an impact on our numbers.

One of the other things that could be having an impact is we only have so many people able to work on recruitment and so many people able to do recruitment in the health centres, the directors, and all the levels that need to be involved in recruitment. Our focus over the last few years has been on nurse practitioners, mental health nurses, and mental health workers, all very important, while we are also focusing on community health nurses and supervisors of community health programs.

All of that to say that we're doing a lot of recruitment and we only have so much capacity. It's a balancing act of where we put that focus and that's not to offer an excuse. That's just to underline where we put our effort and where we put our focus. We haven't put our eye off the requirements to make sure our health centres are fully staffed, but we have been

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adding all of these different health professionals and different kinds of nurses to the nursing complement. That's one of the reasons that we knew we had to move forward with the model of care because we didn't have any metrics. We don't know how many of a certain population or what the number of population to nurse ratio should be.

What we have is a little bit of a fragmented system where you go to the community health nurse for certain things, you go to the public health nurse for something else, you go to the mental health nurse for something else, and the nurse practitioner. The patient or the client doesn't care about our different stovepipes or our different, I guess, silos. They just want to go to the health centre and be taken care of. That's what underlined to us the necessity of moving forward to looking at our model of care and who is delivering what services and how they interact with the patient and the client's family when they present at the health centre. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Joanasie.

Mr. Joanasie: Thank you, Madam Chairperson. Along the same lines, we know that there has been no update to that nursing strategy since 2012. Can Ms. Stockley provide us a brief status report on that if I may, Madam Chairperson? Thank you.

Chairperson: Thank you, Mr. Joanasie. That's recruitment. That's later on down between paragraphs 80 and 103. I would like to try to keep to the paragraphs that we have identified. Right now we're looking at paragraphs 19 to 41. Mr. Joanasie.

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Mr. Joanasie (interpretation): Thank you. That's fine. (interpretation ends) I'll move on to my other area of questioning. In paragraph 26 it talks about the orientation and training aspect of nurses and what's called the clinical nurse educators. For clarity, I believe there are three, one for every region in Nunavut. Is that correct? It's a question for the department. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Joanasie. Ms. Stockley.

**Ms. Stockley**: Thank you, Madam Chairperson. Yes, that's correct. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Joanasie.

Mr. Joanasie: Thank you, Madam Chairperson. I understand that there have been some difficulties with staffing these positions. Can Ms. Stockley say what's the status on staffing those positions currently? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Joanasie. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. I will have to get back to the Member on that. I'm not sure of the status of the recruitment on one of those positions right now. Sorry. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Joanasie.

**Mr. Joanasie**: Thank you, Madam Chairperson. I'll look forward to the response. Also with that, these clinical nurse educators, it says in that paragraph

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that they "help manage and coordinate the delivery of orientation and training to nurses..." The audit found that there is no systematic tracking of that orientation and training.

If I may, if it makes sense, I would like to make my own recommendation that, perhaps, these clinical nurse educators can have that systematic tracking in place and report it to their superiors and maybe they can build off of that. Maybe this is something that the department has already looked into. If Ms. Stockley can comment on that. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Joanasie. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. Yes, that is something that the department will track as we roll out our orientation and training. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Joanasie.

Mr. Joanasie: Thank you, Madam Chairperson. I'm going to move on to another area, on the X-rays, the 45 percent of which were of poor quality. Is all the equipment up to date? Is the equipment the problem or more of the training aspect? Can the department comment on that? Thank you, Madam Chairperson.

Chairperson: Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. It's both. It was partly a little bit the equipment, more the training. This review that was done in 2014-15 was done at Health's request. It was done by a group of X-ray experts in terms of interpretation and so on of X-rays. We reviewed them to

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Given that we learned this in 2014-15 that was the impetus behind our business case, looking for orientation and training dollars that we came forward in 2015-16. As I said, Members supported orientation and training funds for the department in the amount of around \$1.6 million because we felt the biggest issue identified in our review of the X-rays was the training.

To answer the question about the equipment, digital X-ray machines are still in the process of being put out - "put out" is the only word I can think of right now throughout the territory. Once that is done, it will require a different set of training for the X-ray takers because they will be moving from films, hard plates, and things like that to more of a computer-based type of training. We have to make sure and we have made sure that the training that is offered will be current and kept up to date, depending on what the equipment is that's in the health centre where the person is being trained. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Joanasie.

Mr. Joanasie: Thank you, Madam Chairperson. Thank you for that response. When you said that no one that had their X-ray taken.... I forget the term she used, but they weren't harmed. I just wanted to make sure that someone that maybe had a broken rib or a fractured rib or whatnot, out of those 711 X-rays taken, you guys

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didn't have to redo any X-rays and found that there's something wrong that you found out later on. I'm just trying to make that clear. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Joanasie. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. We went through a whole quality review on that and made sure there were some cases that additional X-rays were necessary. When we talk about no harm had come, it was just to make sure that diagnoses were not made in error to have long-term health effects. That's what we're referring to.

Madam Chairperson, if I may, I do have the information on the clinical educators now if you permit me to go ahead. Okay. With regard to the clinical educators, we have one position here in Iqaluit that is currently filled. We have one new hire pending in the Baffin area in Pangnirtung, one casual contract coming up to do orientation, and we have one person acting as director that's providing some coverage in the region. We're in the process of reposting any that would need to be reposted. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. The next person on the list is Mr. Keyootak.

Mr. Keyootak (interpretation): Thank you, Madam Chairperson. Some of the questions I was going to ask have already been posed by my colleagues, so I'll ask a short question because I don't want to go back to the same ones. However, I would like to go back to the community tours that were done during the audit.

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You indicated which communities you visited and I had thought that you had gone to visit the smaller communities. I would like to suggest that the smaller communities be visited at the next round. If you're going to be visiting the other health centres or doing an audit, you should look at the smaller communities. They don't have daily flights, but we do need to include those smaller communities. Health care is required in any community, whether they have a small or large population.

I would like to make this suggestion, Madam Chairperson, if I may. We heard that training is provided at the community level and that includes the nurses. In my community, which is the same as another community, there was a problem in Qikiqtarjuaq and at that time I wanted the department to make sure that there's proper training provided to the staff. My suggestion is that the next round should include the smaller communities. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Keyootak. Mr. Ferguson, would you like to offer any comments on what he just said? Thank you.

Mr. Ferguson: Thank you, Madam Chairperson. Certainly, if we do a follow-up on this audit somewhere in the future, we don't necessarily have to select the same communities. We could select different communities and put some additional focus, perhaps, on some of the smaller ones.

I'll just ask Madam Cotnoir to add some details on that, perhaps, Madam Chairperson. Thank you, Madam Chairperson.

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**Chairperson**: Thank you, Mr. Ferguson. Madam Cotnoir.

Ms. Cotnoir: Thank you. Thank you for your question. I just wanted to precise that amongst the communities that we had visited, there was Hall Beach, but we also had several phone calls and discussed with several nurses in charge that were working in smaller communities. For example, we had good discussions with the nurses in charge in Arctic Bay and Grise Fiord.

Also, when we did the analysis of programs that involved, for example, the training provided to caretakers and also programs that were provided to clerk interpreters, all communities were involved. Although we haven't visited all the communities, our observations apply to most communities. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Madam Cotnoir. (interpretation) Any more questions? (interpretation ends) Okay. Next person on my list is Mr. Enook.

Mr. Enook (interpretation): Thank you, Madam Chairperson. I also have quite a number of questions on this section. I'll start with paragraph 31 regarding the orientation and training offered to selected health centre personnel. I would first like to ask a question to the Department of Health. You indicated that there's different training available. How do you include Inuit traditional knowledge, or IQ, in those training programs? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Enook. Ms. Stockley.

**Ms. Stockley**: Thank you, Madam Chairperson. Our most recent training that

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we have rolled out or become involved in is the indigenous cultural competence training, which is focused on building cultural competence and indigenous inclusion through an approach based on knowledge, skills, values, and actions. It's from the indigenous reconciliation group and the content was adapted to reflect Nunavut's content in fiscal year 2016-17.

There are eight Nunavut trainers, two of which are health staff, and I had indicated that we had two training sessions completed in 2016 with over a hundred participants. Training by Nunavut trainers was completed on April 24, 2017 with 15 participants. It's through this training that we are attempting to ensure that there is cultural competence among the staff that are providing services in health. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Enook.

**Mr. Enook** (interpretation): Thank you. For further clarification, do you include the elders when you're providing those training programs? Thank you, Madam Chairperson.

**Chairperson** (interpretation): Thank you, Mr. Enook. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. There wasn't an elder involved in the training that I attended on April 24 and that was one of the first ones, but that raises a really good point that I will bring back to our trainers for consideration. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Enook.

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**Chairperson** (interpretation): Thank you, Mr. Enook. Mr. Ferguson.

**Mr. Ferguson**: Thank you, Madam Chairperson. Yes, inconsistency was one of the issues that we raised. I'll just ask Ms. Cotnoir to provide some details if I could, Madam Chairperson.

**Chairperson**: Thank you, Mr. Ferguson. Madam Cotnoir.

Ms. Cotnoir: One of our observations was the fact that there were no clinical nurse educators in the Kitikmeot region and also the fact that the one that was in the Kivalliq region was also acting in another position. That had an impact on the training provided in that region. We could see in the documents that we received that the training provided in Baffin Island was different than the one provided in the other regions. If the department can fill those positions, it could make a difference in making sure there are more consistencies in the training.

The other thing also, as a part of our observations, we have also discussed with the nurse in charge in different health centres, the ones we have visited but also the ones that we contacted by phone. We were also told by other department

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officials that some of the nurses that were working in the health centres had not received the minimum training that would be required to work in the health centres. The nurse in charge and the ones that were more experienced had to cover or provide more support to these nurses.

We also found out that there were no formal learning plans, no formal orientation and training programs, and it could also have an impact on the consistency of the training provided in the different regions. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Madam Cotnoir. (interpretation) Who was it again? Oh. Mr. Enook.

>>Laughter

**Mr. Enook** (interpretation): Thank you, Madam Chairperson. Stop forgetting me.

Madam Chairperson, let me ask a question about paragraph 36 regarding the X-rays. I'm very concerned about that.

Let me ask the Auditor General's staff first. You discovered that pretty much half of the X-rays were not good enough and worrisomely not good enough in the fact that they were such poor quality. Did the Department of Health know that there were that many bad X-rays being taken in Nunavut? Thank you, Madam Chairperson.

**Chairperson** (interpretation): Thank you, Mr. Enook. Mr. Ferguson.

**Mr. Ferguson**: Thank you, Madam Chairperson. Yes, in fact it was an analysis that was completed by the department that identified this issue, so

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they were aware of it. I think the percentage of X-ray images that were of poor quality was very concerning when it was 45 percent, but the department did identify it, so that was the good part of it.

However, we were also concerned that the training that they had offered after, at least up until the time that we did the audit, was still not complete enough, so there were still many X-ray takers who had not been trained. The direct answer to your question is yes, the department was aware of the issue. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Ferguson. Mr. Enook.

Mr. Enook (interpretation): Thank you, Madam Chairperson. Let me direct my question to Department of Health. Health is very important to our lives and that is what we are talking about today. If X-rays are done not properly, they have the potential of causing great harm. We know these days about our rights and the fact that we're supposed to be taken care of properly. We know that we can take matters to court. With this being such an important issue, did you know about this and, if so, why didn't you take immediate action? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Enook. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. We didn't know about it for a long time. When we became aware of it, we had a review done almost immediately, as a matter of fact. We had to get to the bottom what the problem was and understand it. Was it an issue with training? Was it an issue of equipment? Was it an issue that equipment wasn't

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calibrated properly? That was one piece of the work that we had to do. The other piece of the work we had to do was to determine had anyone come to any harm by that. That was a whole process that we went into, as I described earlier.

With regard to acting on the training, we did come forward with a business case at that same time for the next fiscal year. As I indicated, we were successful in getting \$1.6 million. We have been able to do some work with that. We have an X-ray training RFP awarded. This contract is set up as a standing offer agreement with a three-year term and includes the option of two additional one year extensions because, as I noted, we're going to be deploying new X-ray technology into the communities. It's going to be very important that everyone is trained and has ongoing training.

That standing offer agreement came into effect on May 1, just a few days ago. The project lead on that important work will be creating a nursing X-ray training steering committee within the next month to help the implementation of the program. The initial work to develop and tailor the program to meet Health's needs will be ongoing throughout the summer of 2017 and training will begin later in the fall. The initial meeting for that is happening on Wednesday morning. I will personally be attending that meeting.

Two streams, as I mentioned before, for training will be occurring, one for lay staff and one for nursing staff. It's envisioned that the two trainings will occur simultaneously. However, the implementation plan for that has not yet been awarded. The nurse training component will be on a go-forward basis integrated into the new community health

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nurse orientation program that we're developing. Those are some of the things that we did in the short term, the medium term, and the long term. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Enook.

Mr. Enook (interpretation): Thank you, Madam Chairperson. My next question is also for the Department of Health. I'm still referring to paragraph 36. At that time there were still 45 percent of the X-rays that were not good enough that could have caused problems. What about today? What sort of percentages should we look at today? Thank you, Madam Chairperson.

**Chairperson** (interpretation): Thank you, Mr. Enook. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. We're not getting reports that are concerning like we were getting at that point. This is being monitored by the regions and being monitored by headquarters. We're not hearing about the same kinds of discrepancies and issues with the quality of X-rays.

There has also been some information shared with health centres and with X-ray takers about when X-rays should occur, who they should be done on, and best practices because not all of the X-rays that were taken would be necessary either. That's some of the work that has also been undertaken while we were developing a training program.

I hope that answers your question. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. Mr. Enook.

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I would like to further state with respect to one of your answers that there has been no harm that has come out of this. Thank goodness no harm has come out of this. (interpretation ends) You're very lucky. (interpretation) When we have that big a number, thank goodness there was no harm done when it's such an important piece of technology.

I also have a question on paragraph 37. Given what we just talked about is such an important matter and also the Auditor General is saying that it's extremely worrisome about interpreters, it seems like the Department of Health thinks that it's okay not to train clerk interpreters. That is really scary. It's non-mandatory. They can take the training if they want and if they don't want it, they don't need to take it. They don't have to take the training for interpreting in a health centre.

I would like to further state that we're talking about our fellow people's lives. Interpreters should be helped in every way possible because we're talking about people's lives. Why did you not consider the fact that they need to be properly trained as important? It even states here that it's not mandatory for them to be trained. We're talking about people's lives and you don't consider that important. Why? Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Enook. I think Ms. Stockley did talk about the

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courses that they're developing at Nunavut Arctic College, but you might want to elaborate a little bit more about, perhaps, Mr. Enook's concern about clerk interpreters currently in the system. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. I hope I didn't give the impression that we don't consider it important because we certainly do. That's why we came forward and asked for monies to have the training developed and to have the training delivered. In order to get our clerk interpreters trained, the Department of Health has to have the money to give to Nunavut Arctic College in order for that training to occur. We got a quarter of what we felt we needed and we're doing the very best we can with that training.

It's also a balancing act when you have a need in a community and you have English-speaking clinical staff and you have Inuktitut-speaking residents whom we're trying to serve. It comes down to a choice, unfortunately: do you have a bilingual clerk interpreter available that's not fully trained or do you have nobody there and so there's no opportunity to communicate? It's certainly not ideal to have folks in place that aren't properly trained. The ideal is that all clerk interpreters would get all five levels of training completed. It is very important to the department.

I hope, in the new government, when we come forward with another business case looking for more funding for training dollars and orientation, we will be successful. Thank you, Madam Chairperson.

Chairperson: Thank you, Ms. Stockley.

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Mr. Enook.

**Mr. Enook** (interpretation): Thank you. Perhaps it may not be one of the most important things that are on the health department's list. However, with us just looking at it from the outside, it seems like it's not important at all to the Department of Health. Please know that I don't agree with you. We're dealing with people's lives and people's bodies and if a big mistake is made because of a lack of training or a lack of communication, then it would be really bad. I'm glad that you're trying to access more funding, but you, me, and anybody who can assist must agree that this needs to be placed at a higher level of importance and we need to agree on a way to work on this. That's just a comment. Thank you, Madam Chairperson. That's all for me.

Chairperson: Thank you, Mr. Enook. That was just a comment. Mr. T. Sammurtok, you're next on my list.

Mr. Tom Sammurtok (interpretation): Thank you, Madam Chairperson. I left the House for a brief period. This may have been asked already and if it has, please let me know.

(interpretation ends) In paragraph 40 of the auditor's report, "Tracking of orientation and training," your report addresses the tracking of orientation and training taken by health centre staff and notes that there is no systemic monitoring of licences and certifications requiring renewal after community health nurses are hired. Did your audit reveal any instances where licences or certifications had expired or were no longer valid? Thank you, Madam Chairperson.

Chairperson: Thank you, Mr. T.

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Sammurtok. Mr. Ferguson.

Mr. Ferguson: Thank you, Madam Chairperson. I guess the issue here is that these licences and certifications were not being tracked, so the information really wasn't there for us to know what the status of each of them was. I can't say that we identified any examples of licences or certifications that were expired, but that was more because the information wasn't there for us to know whether they had rather than the other way around.

The issue is without having the information about the state of these types of licences and certifications and these are, as we say in paragraph 40, things like certifications that require renewal such as CPR and immunizations. There is a requirement for these things to be up to date and we felt that the department should be tracking them, but there wasn't the information there for us to know what the status was on the licences or the certifications. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Mr. Ferguson. Mr. T. Sammurtok.

Mr. Tom Sammurtok (interpretation): Thank you, Madam Chairperson. (interpretation ends) My next question is to the Department of Health. In paragraph 41 of the Auditor General's report it is recommended that the Department of Health put in place systems to track and monitor licensing and certifications as well as the orientation and training taken by health care personnel. Can you tell me what the status is of the department's plan to formalize and implement these systems? Thank you, Madam Chairperson.

Chairperson: Thank you, Mr. T.

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Sammurtok. Ms. Stockley.

Ms. Stockley: Thank you, Madam Chairperson. An RFP is currently being developed for a human resource management system for the Department of Health. We expect this process to be actioned in the fall of 2017 after the completion of that RFP. However, in the interim, because we don't want to wait until the fall of 2017, we have started a manual tracking via spreadsheet and we will transition that data over to the software once we have an RFP, a software vendor, and a tool for tracking.

What we're doing right now is tracking it in a spreadsheet. We're looking for a more robust system that would be able to track it and do all the fancy things that a human resource management system would be to be able to set it so that we get reminders or we get notified in advance of particular training sessions or training that will expire in a certain period of time, and so on.

It's kind of a two-step manual right now, with an RFP being developed for a piece of software to do that for us. Thank you, Madam Chairperson.

**Chairperson**: Thank you, Ms. Stockley. (interpretation) We will stop here for now and resume our meeting tomorrow at 9:00 a.m. Thank you.

>>Committee adjourned at 16:49

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