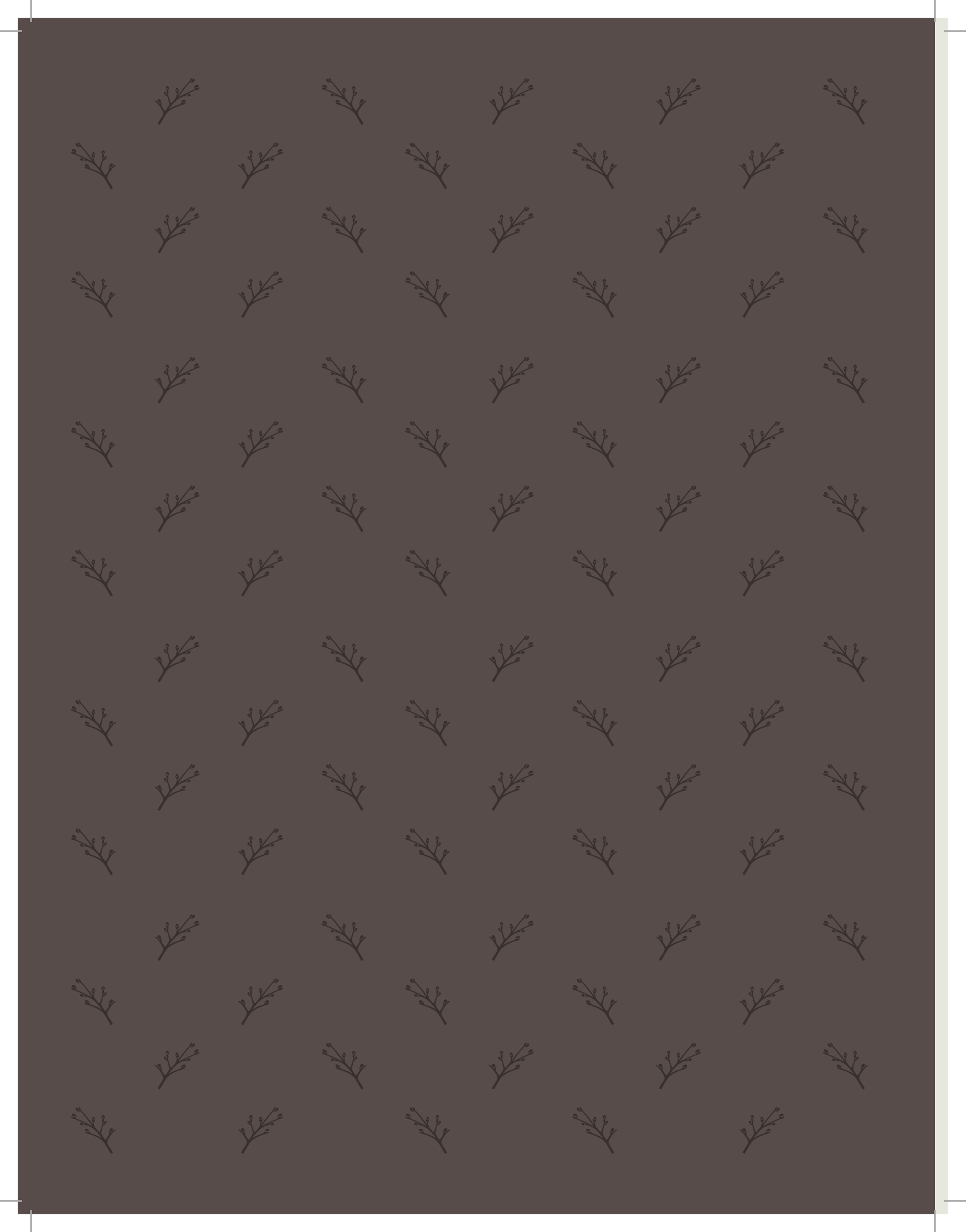




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RECOVERY  
CENTRE  
isuarsivik

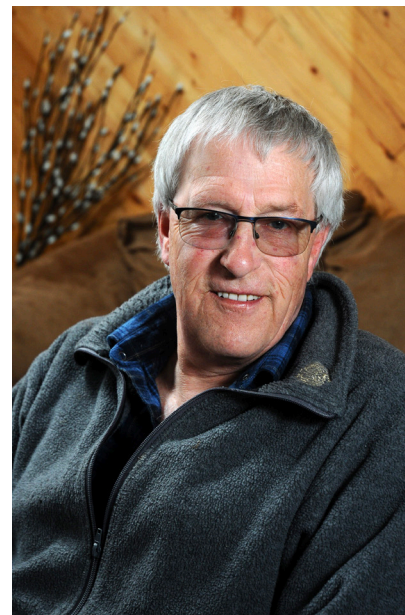
ANNUAL  
REPORT  
2020/2021



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## Word from the President and Vice-President



The fiscal year 2020–2021 has been one of many challenges and learning. As the discovery of even more children's remains in many residential schools around the country sparks sorrowful memories, it also highlights the need for real healing for indigenous people of all communities. Several thousand children, teenagers, and adults are believed to have died due to abuse from people and organizations in a position of authority in the Canadian Indian Residential School System. The trauma caused by the loss of loved ones and the lack of information made available to the families of these deceased has created intergenerational trauma that has yet to be healed, giving much sense to our recovery program.

The COVID-19 pandemic has also been a major challenge that has brought to light our organization's meaning through 2020–2021. It has altered our daily operations and the care of many Nunavummiut in need of help and our entire development plan. We had to adapt to come out of this situation in the best shape possible and to meet the high demand for our services. With our services stopped for most of the year and the forced isolation of the general population, there is an increased need for our Inpatient Program. And this need only highlights the reason for Isuarsivik's existence. In many ways, this year's challenges have further increased our commitment to the cause of enhancing Nunavimmiut's inner strength and wellbeing. We are very proud to discuss this eventful year in more detail and present what is to come.

In February, we welcomed our first guests since March 2020, after a closure that was meant to protect the community and brought a renewed sense of appreciation for organizations like Isuarsivik. As we strive to bring people together in safer, healthier communities, we adapt to new norms established to help us survive and grow out of all these new challenges. But there is a silver lining to this unfortunate situation, it has highlighted the importance of spending quality time with our loved ones and has reminded us of what it really means to be part of a community. Our families and communities are especially important during difficult times, when the feeling of isolation is a significant threat to the wellbeing of its members. We are very excited to finally be able to look forward with hope and provide services again to the many individuals whose chance to get help has been delayed for reasons outside our control.

The fact that we have been able to reopen and offer qualitative services to Nunavimmiut in this context of constant adaptation is a feat on its own. We would like to acknowledge the dedication of the staff members who managed to adapt the program to the regional health guidelines and deliver it successfully. Our first two cycles of the year have been most heartfelt for both the clinical team and the guests who had to put in extra efforts.





One of the significant parts of the development plan that has been disturbed by the current pandemic is the construction of the new main facility. This new building will enable Isuarsivik to extend its capacity and offer its guests family services, among other things. But its construction was delayed due to safety concerns for the community. As heartbreaking as it was, it is great to see its construction finally resume. We would like to give a special mention to our regional partners and the Government of Canada for reacting quickly in covering the cost overrun caused by the pandemic.

To conclude, despite the challenges of 2020–2021, we are heading into the next year with renewed confidence that we can make a difference in the region. We are extremely grateful for the commitment and devotion of the whole Isuarsivik family, respectively our nine board members, our executive and deputy executive director, our managers, our special collaborators as well as each teammate who are giving their very best to make our guests' experience as safe and positive as it can be. We would also want to thank all Nunavimmiut for their trust in our vision and ability to deliver our promises of a healthier, stronger Nunavik. A bright future is ahead.

**Dave Forrest**  
Chairperson

**Mary Aitchison**  
Vice-Chairperson

## Word from the Acting Executive Director



To say that the year has been a tough and incredibly challenging one for all of us is an understatement. The many contextual elements playing against us have only helped show our team's resilience and the population in general.

Our team takes their responsibility for guest care very personally. This level of closeness between our guests, their families and loved ones, and our staff, makes us all part of a large family. It takes a special kind of person to work in our sector. Those who do it consider it more than just a job and earning an income. They are here to make a difference in lives, and they take great pride in the work they do.

In the context of a pandemic that impacted the world, Isuarsivik's team worked tirelessly to implement official recommendations and protocols, adapt their activities, re-open the centre and ensure our guests' safety. Our team never stopped developing and mobilizing virtual and continued care programming to serve the region.

It is a great privilege to serve with such a wonderful team of thoughtful, caring, and dedicated individuals. The transition towards Isuarsivik's future has begun, and we look forward to a great year ahead!

**Qemal Cheema**  
Deputy Executive Director

# Our Team

## Board of Directors



**Dave Forrest**  
President



**Mary Aitchison**  
Vice-President



**Sean McDonald**  
Treasurer



**Dr. Charlotte Perret**  
Director Representing  
the Ungava Tulattavik  
Health Centre



**Pamela Stevenson**  
Director Representing  
the population at large  
(Youth)



**Shirley White-Dupuis**  
Director Representing  
the Northern Village of  
Kuujjuaq



**Steven Kelly**  
Director Representing  
the Inuulitsivik Health  
Centre



**Martha Greig\***  
Elder Representative

\* Resigned on August 26<sup>th</sup>, 2021

# Flow Chart

**Alicia Aragutak**  
Executive Director

**Qemal Cheema**  
Deputy Executive Director

## MANAGEMENT

→ **Aputik Forrest**  
Manager of Administration

→ **Abiola Boldon**  
Human Resources Manager

→ **Souleye Ndiaye**  
Finance Manager

→ **Krista Holts**  
Recovery Program Manager

→ **Paul Robertson**  
Recovery Program Manager

→ **Jessica Tooma**  
Inuit Values and Practices Manager

→ **Sara Jackson**  
Continued Care Manager

## FULL-TIME STAFF

→ **Sarah May**  
Office Assistant

→ **Annie Annanack**  
Receptionist

→ **Lucy Johannes**  
Cook

→ **Jana Petagumskum**  
Assistant Cook

→ **Obi Njockobi**  
Lead Trauma Addictions Counsellor

→ **Maria Baier**  
Lead Trauma Addictions Counsellor

→ **Tyler English**  
Lead Trauma Addictions Counsellor

→ **Shawn Morin**  
Trauma Addictions Counsellor

→ **Elsie Simigak**  
Cultural Trauma Counsellor

→ **Rebecca Kasudluak**  
Counsellor Trainee

→ **Jaaji Kauki**  
Land Specialist

→ **Dolly Mesher**  
Community Addictions Counsellor

→ **Victoria Durocher**  
Liaison Worker

## CYCLE STAFF

Attendants

→ **Aani Forrest-Hubloo**  
**Allison May**  
**Chantal Chatelain**  
**Jeannie Tukkiapik**  
**Jia Ha**  
**Johnny Angnatuk**  
**Kyle Deschamps**  
**Lei Zhou**

**Marcel Ethier Picardo**  
**Martin Pierre**  
**Michael Petagumskum**  
**Pierre Martin**  
**Pierre-Richard Ligonde**  
**Amber Douthwright**

## SPECIAL COLLABORATORS

**Geneviève Dorval**, Project Manager

**Emmanuel Delwaide-Bégin**, Project and Communication Officer

**Philippe-Alexandre Bourguoin**, Coordinator, Development Plan

**Marie-Hélène Caron**, Communications Strategist

**Maxime Héroux**, Construction Project Manager



# Subcommittees

## Steering Committee

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(Dave Forrest, Mary Aitchison, Alicia Aragutak, and Philippe-Alexandre Bourgouin)

Under Isuarsivik's Board of Directors (BOD) guidance, the Steering Committee oversees the implementation of Isuarsivik's Development Plan. It also exerts leadership in the different steps leading to the construction of the new Centre. It ensures the progress and cohesion of the Project's various aspects:

- Communications and promotion;
- Funding;
- Infrastructure planning;
- Human resource development;
- Organizational change and;
- Clinical programming.

## Qullialuk Committee

---

(Board of Directors, clinical team, administration team, representatives from Avataq Cultural Institutes, and Evoq Architecture.)

Isuarsivik wishes to integrate a giant Qulliq soapstone in the lobby of the new main facility to emphasize the cultural foundation of its services. Under the guidance of the Board of Directors, the Qullialuk Committee was instated to oversee the designing, acquiring, and installing of an artistic rendition of the Qulliq in the new centre's lobby.

## Housing Committee

---

(Abiola Boldon, Drake Almond, and Aputik Forrest)

Appointed in 2019, the Housing Committee was given the mandate to create and implement a housing policy and accompanying procedures to ensure housing is assigned fairly and without bias. The housing policy was created the first year, it was then approved by the Board and used to hold the subsequent application process for our new quadruplex. The Committee reviewed all the applications, assigned apartments, and notified everyone of their decision following the new policy. The process was a success and everyone involved, from the staff to the Board, felt the process was efficient and fair.

We look forward to assigning apartments again as our new housing becomes available.

## Finance Committee

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(Qemal Cheema, Souleye Ndiaye, and the active Board Treasurer)

The Internal Management Committee (IMC) was created in 2019 following a board of directors' decision. The goal was to involve the treasurer in some of Isuarsivik's finance

department discussions and verification to encourage transparency and better management. One of the IMC's main objectives is to make sure that every department's budget is respected. The Committee has planned to meet quarterly for a minimum of three times a year. At every meeting, the members review the quarterly financial statement, verify the main expenses regarding the approved budget, discuss risk assessment, oversee the installments received or to be received from our sponsors, and assess reports to submit. After every meeting, a summary report of the financial update is presented at the next BOD meeting by the treasurer with the assistance of the Finance Manager.









# Construction Project Governance

Since securing the budget to build the new main facility and 12 housing units, Isuarsivik and its partners negotiated a governance structure for the Project. This structure will oversee the planning and construction of the new Isuarsivik Regional Recovery Centre to ensure successful completion of the Project.

Canada

Québec

isuarsivik

KATIVIK

LP<sup>ca</sup>  
Société Makivik  
Makivik Corporation

REGIE REGIONALE DE LA NUNAVIK REGIONAL  
SANTÉ ET DES SERVICES BOARD OF HEALTH  
SOCIAUX DU NUNAVIK AND SOCIAL SERVICES



## Council of Project Partners (CPP)

(Isuarsivik Leaders, Makivik Corporation, Kativik Regional Government [KRG], Nunavik Regional Board of Health and Social Services [NRBHSS], Société du Plan Nord, and Secrétariat aux affaires autochtones)

Under the guidance of their organizations, members of the CPP ensure the construction project complies with the rules of public funds good governance while respecting the agreed-upon scope, reference budget and schedule. The CPPI meets twice a year or as needed. Its members met three times this year. They support Isuarsivik in the contract-awarding process for the construction of the main facility, in the project schedule adjustment based on the construction postponement (a result of COVID-19), and in the impact evaluation on the overall reference budget.

## Construction Project Management Committee (CPMC)

(Representatives from Isuarsivik, Société du Plan Nord, and Secrétariat aux affaires autochtones)

The Construction Project Management Committee was formed in 2019 and monitors the planning and construction of the access road, staff housing units, and new main facility. It usually meets monthly. This year, the CPMC met five times and mainly focussed on assessing the impact of COVID-19 on the construction project and recommending adjustments to the overall reference budget and risk envelope.

## Construction Procurement Committee (CPC)

(David Forrest, Mary Aitchison, and Alicia Aragutak/Qemal Cheema, supported by Maxime Héroux and Philippe-Alexandre Bourgouin)

A new Procurement Policy specific to the new centre's construction project, staff houses, and all related expenses was developed and adopted by the Board of Directors in 2019. It integrates the requirements from the construction project's funding partners. It ensures that Isuarsivik gets the highest quality of desired goods and services at the best possible price while complying with the requirements of its funding agreements related to the construction project. This policy provided for the creation of a Construction Procurement Committee, which was established in 2019 by the Board of Directors. Its members meet when they need to deliberate on procurement during the construction process. This includes tendering process, approving orders, awarding contracts and approve variations of contract conditions. The Procurement Committee authorizes all expenses over \$100,000 following a public tender process.



# Our Centre

## Vision

Loving, resilient, and confident Inuit living in safe and healthy communities.

## Mission

Deliver holistic and culturally sensitive healing programs for Nunavimmiut to enhance their inner strength and wellbeing.

## Approach

Our holistic healing approach is a blend of traditional Inuit values and the best of modern practices in the field of addiction and trauma.

It is guided by the bio-psycho-social model of understanding addiction and operates from a trauma-informed, harm reduction, and holistic framework. Guests are supported by staff to set their own specific goals, which leads to an individualized plan. Each guest receives all the help they need to reach their personal milestones. All staff and board members strive to provide physical, emotional, mental, and psychological safety and wellbeing to guests.

## Description of Services

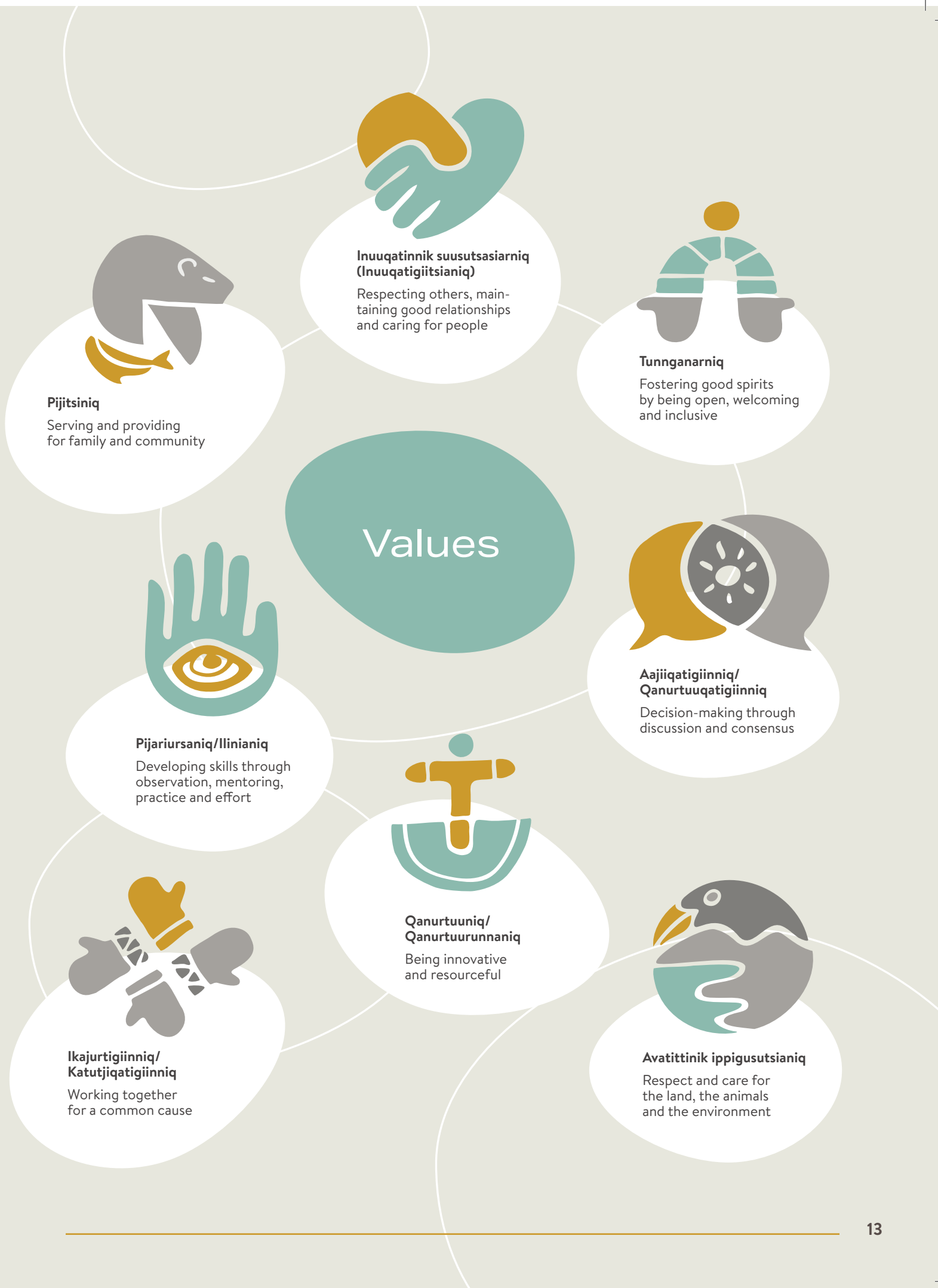
Isuarsivik is a 42-day gender-specific residential program that addresses guests' needs recovering from issues relating to addiction and trauma. An integrated approach to treatment is used, blending clinical intervention with cultural and traditional components of healing.

## Mission

We deliver culturally sensitive healing programs for Inuit of Nunavik, as a means to solidify their inner strength and enhance their well-being.

## Tagline

Healing Through Culture



# Values



**Inuuqatinnik suusutsasiarniq  
(Inuuqatigiitsianiq)**  
Respecting others, main-  
taining good relationships  
and caring for people



**Tunnganarniq**  
Fostering good spirits  
by being open, welcoming  
and inclusive



**Aajiiqatigiinni/  
Qanurtuuqatigiinni**  
Decision-making through  
discussion and consensus



**Qanurtuuni/  
Qanurtuurunnaniq**  
Being innovative  
and resourceful



**Avatittinik ippigusutsianiq**  
Respect and care for  
the land, the animals  
and the environment



**Pijitsiniq**  
Serving and providing  
for family and community



**Pijariursaniq/Ilinianiq**  
Developing skills through  
observation, mentoring,  
practice and effort



**Ikajurtigiinni/  
Katutjiqatigiinni**  
Working together  
for a common cause



# Resilience, Adaptation, and Opportunities in the Context of the Pandemic

The COVID-19 pandemic spread rapidly around the world. Quebec was put on pause by the provincial government in April 2020. Entry to the Nunavik region was limited to essential workers and residents for most of the fiscal year.

This situation has brought back bad memories for Canada's Indigenous peoples, who have been severely affected by previous epidemics. Spanish flu and tuberculosis caused many deaths among the Inuit population of Quebec. They forced the temporary relocation of thousands of Inuit to southern sanatoriums for extended periods, severing their connection to their families and culture.

The Inuit of Nunavik are particularly vulnerable in the pandemic context given the fragility of the health and social services network in the region, the prevalence of respiratory illnesses, and the inability of many to isolate themselves due to overcrowded housing. Beyond the risks to physical health, the population's mental health was subjected to the stress caused by the pandemic and to social isolation, exacerbating the risks. Indeed, a significant portion of the population was already experiencing substance abuse, anxiety, depression, and domestic violence. These difficulties, mainly caused by unresolved individual and collective trauma, were only made worst by the stresses of the pandemic. A Statistics Canada survey confirmed that the mental health of Canada's Inuit had deteriorated more than the rest of the population over the past year.<sup>1</sup>

Isuarsivik as an organization has itself been affected by the pandemic. The office closed, and services stopped for much of the year due to public health measures. Several managers and critical staff left within a few months

to support family members living outside the region. Despite the instability and uncertainty created by this exceptional situation, the Board of Directors, the management team, and the employees quickly rolled up their sleeves to help each other. They offer support to their former clients and the general population who was particularly at risk of increased alcohol and drug consumption.

Along with efforts to reopen the office and services safely and comply with changing health regulations, our teams made sure to reach out to former clients and the general population to share prevention messages during the lockdown period.

## Developing Remote and Virtual Care

---

With that in mind, we have worked on multiple projects to deal with the feeling of isolation and other stressors resulting from this situation.

Notably, an online support group was created to support guests that have completed the Inpatient Program. It aims to increase the efficacy of the program at one of the most crucial moments, the return to everyday life in a social context that might not always be the most supportive. By creating a network of people sharing the same interest in recovery and reducing the impacts of alcohol, they can create a supportive sub-community and better deal with the feeling of isolation.

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1. Source: <https://www150.statcan.gc.ca/n1/pub/45-28-0001/2020001/article/00035-eng.htm>

From March to June 2020, we ran a campaign on Facebook featuring our friend, Inutsiaq, to share guidance and encouragement in the unprecedented times caused by the pandemic. Fourteen messages inspired by Inuit values were developed in collaboration with our clinical team to add culturally relevant incentives in a context where many might lack connection to their families and culture.

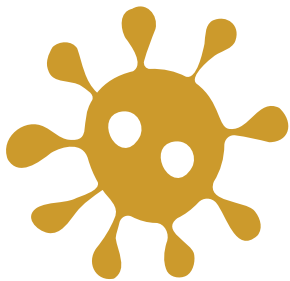
In November, we collaborated with NRBHSS to implement the Safety Plan Campaign, whose objectives are to prevent or reduce the harm related to family violence.

Above all, we fast-tracked our goal to develop remote support services online or by phone to offer continued care to our prospective and former guests in their home communities. To help us create remote support tools and programming, we raised more than \$350,000 from private foundations and partners.

To prevent the risk of COVID transmission, we held our first Annual General Meeting online in October.

As for the 2021 edition of the Pingngupaa Challenge, it was welcomed with open arms with a record number of participants, sponsors, and funds raised. These results feed the hypothesis that people needed a break or wanted to stop using after 11 months of pandemic-imposed isolation.

Finally, we have initiated the first community-based addiction counsellor's deployment to support former guests and other people desiring to undertake their healing journey in their home community. This program will be a key priority in 2021–2022 as our Continued-Care Department grows.



## Launching the New Centre Transition Process

---

Despite a year delay in the construction project due to COVID-19, the pandemic provided us with an opportunity to launch and focus on the transition planning process. The management team worked throughout fall 2020 and winter 2021 to design comprehensive action plans for their departments to ensure their team and services would be ready for the new Centre. This effort led to the adoption by the Board of Directors of Isuarsivik's Transition Plan in March.

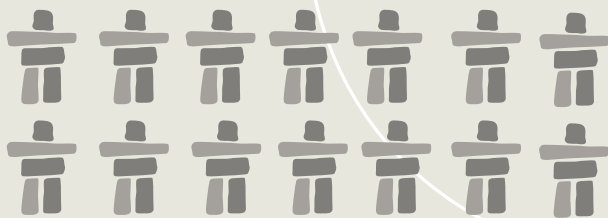
## Reopening the Services

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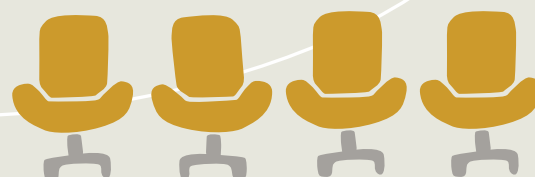
Lastly, with the stabilization of the pandemic and the sanitary measures relaxation in the region, a tremendous amount of effort was put into preparing and staffing key positions to ensure the safe reopening of the inpatient services. Nunavik Public Health approved our COVID-19 Prevention and Control Plan, and we welcomed, with emotion, the first cohort of guests in February.



# 2020-2021 IN NUMBERS



**14 HIRES**



**4 UNFILLED  
POSITIONS**

**\$18,850**

INVESTMENT IN TRAINING  
FOR OUR STAFF

**\$25,265**

INVESTMENT WITH THE  
EMPLOYEE ASSISTANCE  
PROGRAM

(TRAINING AND SUPPORT)

**125**  
PEOPLE ON  
THE WAITING  
LIST

**79**  
MEN

**46**  
WOMEN

**62%**

INCREASE IN THE NUMBER  
OF PARTICIPANTS

SINCE THE LAST EDITION



**60**

NEW PROGRAM  
APPLICATIONS BETWEEN

APRIL 1, 2020, AND MARCH 31, 2021



# Activity Overview by Department

## Administration

---

The Administration Department provides considerable support to the smooth running of the Inpatient Program and all departments. The Administration Department also has the responsibility to maintain all assets (building, vehicles, furniture, etc.) of the organization and to organize the office's operations and procedures by undertaking several administrative tasks. The department is also in charge of coordinating translation services for the organization and developing and enforcing protocols and measures for the overall functioning of the Centre.

- As early as the summer 2020, the Administration department planned the reopening of the Centre and made sure all sanitary protocols promoted by the NRBHSS were put in place properly.
- Specifically for the Inpatient program, the Administration Department collaborates with the Recovery Program Department by offering food services, cleaning services and logistics to ensure our guests have access to a safe and comfortable environment. In addition, the manager contributes to the planning of the welcoming and graduation ceremony for each cycle;
- The Administration Department also plays a crucial role in helping with clerical work for the Board of Directors by providing executive support, scheduling meetings with members, preparing agendas, confirming meeting location, preparing meeting kits and writing meeting minutes;
- As per our Qmentum Accreditation, the Administration Department executed fire drills at every cycle and recorded the cases in the emergency response plan;
- In October 2020, the department organized the Annual General Meeting. Several tasks were required, such as sending invitations, booking interpreters and equipment, confirming meeting location, sending sponsorship letters and setting up the meeting room;
- In collaboration with the Communication Strategist and the Finance Manager, the Administrative Manager contributed significantly to coordinating the 2021 Pingngupaa Challenge. Together, they planned and promoted the Challenge, wrote and sent donation requests to suppliers, created content for social media, and interviewed local and regional radio. This project reporting and accounting are very extensive according to the number of participants and amount raised from all levels;
- The Administration Department was also responsible for the acquisition and implementation of tools, supplies and systems needed to meet the reopening requirements set by the NRBHSS.

## Continued Care Services

The Continued Care Department has expanded its mission exponentially in the past year. Intending to provide a continuum of care to all guests of Isuarsivik, the Continued Care Department has been working on the design and implementation of services to serve all Nunavimmiut across the region.

All intake-related tasks were transferred from the Clinical Department to the Continued Care Department in the past year. The organization of the intake services is an integral part of the process to ensure that our incoming guests feel safe, informed, and satisfied before entering the program. With this in mind, the Continued Care Department created an official Acceptance Package to ensure that guests of the centre have all the relevant information leading up to their program. The onboarding was further organized by hiring a Liaison/Intake worker to provide pre-care follow-ups to all guests and referral workers. These steps have proven to be especially relevant in the context of the COVID-19 pandemic, where the Continued Care Department worked closely with Public Health officials to ensure that all guests followed the proper safety protocols, including testing and quarantine for everyone entering the program.

In addition to intake and pre-care, the Continued Care Department identified the need to begin implementing aftercare services throughout the region. An official deployment strategy known as the «Snowflake» was created and has already started. This strategy will enable Isuarsivik to accelerate its roll-out of aftercare services in all communities in the region. The first Community Addictions Counsellor was hired in Puvirnituk to launch the strategy. This person works closely with the Sajjjuq Team to provide culturally relevant aftercare services to our guests in that community. A counsellor will be hired in Kangirsuk and Akulivik in the coming months.

In addition to in-person aftercare services, the Virtual Care Project will be implemented by the Continued Care Department, beginning with delivering remote services such as phone counselling, virtual videos and zoom sessions. In partnership with the Community Foundation of Canada, MakeWay, the US Embassy in Canada, Makivik and The McConnell Foundation, the Continued Care Department received over \$350,000 in funding to make this project a reality.



## Executive

---

The Executive Director is responsible for overseeing the growing structure of the organization, the orientations, and the direction of the organization's activities, budget, and sustainability. The Board of Directors mandates them to protect the Centre's cultural value and orient the operational exercises geared towards the mission. Hand in hand with the Board of Directors, the managers, the staff and the community, the Executive Director orchestrates each of these areas and aligns them to one another.

The fiscal year 2020–2021 has been quite busy as we focus on capacity building and the start of the transition process that will lead us to our new Centre. Qemal Cheema was hired as the Deputy Executive Director and worked as the Interim Executive Director during Alicia Aragutak's absence. A recent development plan which aims to smoothen and accelerate the expansion process as we reach more and more communities with continued care services was also developed and proposed to the Board of Directors. We expect the coming year to be action-packed as the careful planning of the transition process unfolds and the Isuarsivik team steps into the bright future ahead.

## Finance

---

The Finance Department is responsible for the organization's day-to-day transactional accounting. Souleye Ndiaye, Isuarsivik's Finance Manager, also ensures the organization's cash flow management to ensure enough funds are available to meet the required payments. The department also plays a significant role in securing funding for the centre's operations and providing funders with relevant reports and statements. During 2020–2021, the team has conducted budget planning for each department, upgraded the payroll system, and ensured good bookkeeping. Although every department's manager is responsible for their own department's budget planning, the Finance Manager remains available to support them and produce financial reports when requested. For the fiscal year 2020–2021, we expect to have a surplus from the Ungaluk program due to the COVID-19 pandemic. We plan on negotiating to reallocate these funds to the transition budget for the new Centre to offer better services for guests and employees. There are also plans to hire a clerk to help the Finance Manager in his duties that continue to grow as the organization expands.



## Isuarsivik Regional Recovery Centre

Year ended March 31, 2021

		2021	2020
	Budget (Unaudited)   \$	Actual   \$	Actual   \$
<b>Revenues</b>			
Contributions			
Nunavik Regional Board of Health and Social Services			
• Operations	3,100,000	2,350,000	2,561,000
• Community support program	593,762	258,531	632,787
• Improvement of the clinical program			60,000
• Training subsidy	50,000		65,471
Makivik Corporation – Ungaluk program	1,244,000	921,030	853,849
Makivik Corporation – Other contribution		40,860	(45,918)
Kativik Regional Government		55,193	6,772
Northern Village of Kuujjuaq – Brighter Futures			33,000
Amortization of deferred capital grants (Note 10)		133,904	66,616
Other	65,300	10,392	8,713
Government assistance		25,000	
	<b>5,053,062</b>	<b>3,794,910</b>	<b>4,242,290</b>
<b>Expenses</b>			
Salaries and fringe benefits	2,372,791	1,582,170	1,779,706
Advertising	65,450	43,633	15,629
Audit and accounting services	20,000	23,488	19,416
Board of Directors expenses	90,000		74,963
Electricity	60,000	6,888	9,121
Food supplies	45,000	29,825	52,703
Heating	76,000	41,624	39,195
Insurance	25,000	26,538	14,959
Maintenance	105,000	19,093	9,406
Memberships and licences	25,900	15,281	17,404
Municipal taxes	63,000	56,854	47,100
Office expenses	148,090	102,207	66,040
Professional services	1,001,600	393,539	417,572
Rental of equipment	9,000	4,231	3,677
Rental of staff house	160,000	137,090	234,832
Telecommunications	37,500	29,706	24,251
Travel expenses and accommodation	250,700	38,882	256,032
Vehicle expenses	65,000	20,277	28,040
Bank charges and interest	5,000	19,069	3,065
Amortization of capital assets	49,031	176,009	96,420
Other	379,000	23,320	48,718
	<b>5,053,062</b>	<b>2,789,724</b>	<b>3,258,249</b>
<b>Excess of revenues over expenses</b>	<b>-</b>	<b>1,005,186</b>	<b>984,041</b>

The accompanying notes are an integral part of the financial statements.

## Human Resources

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The Human Resources (HR) Department, led by Abiola Boldon, is a service department for the entire organization. Its team ensures that all employees' policies, procedures, and training are in place and provides coaching and the necessary tools for all staff and management to operate effectively. The Human Resources Department also oversees the staff's compliance with the guidelines and policies set out by our Administration Department and the NRBHSS.

### Policy

This year, we took the opportunity to review and rewrite our Policy Manual and had a legal review to ensure we meet the Act Respecting Labour Standards. A second revision is planned to ensure it respects and honours Inuit culture and values.

### HR Tools

We have been fortunate to have an efficient Employment Assistance Program (EAP) in place during this turbulent year. Lissa Okho has shared blog posts with our staff during the year on self-care, meditation, and general team communication. The service is being utilized for an average of 250 hours annually. As always, we maintained the highest level of confidentiality and anonymity for our staff by allowing everyone to access the EAP confidentially. We continue to encourage staff to utilize this service by frequently reminding them (through email communication, face-to-face, posters, etc.) that the service is offered to support them as they help others.

We are also upgrading pplHR to integrate it with Sage 50, which will be completed next fiscal year. The upgrades also include a simplified approval process for managers, a central vacation calendar, and a central employee bank for overtime, vacation, sick days, and outings. These upgrades will make pplHR a more powerful tool and resource for the HR department. We will continue to centralize going forward so that pplHR becomes the one-stop service for training information, forms, policies, and policy information for all staff.

### Training

Due to COVID-19 restrictions and Kuujjuaq's Internet limitations, we were limited in the training we could provide to our staff. Still, we managed to offer three important training: team building, psychological resilience, and project management for managers.

### Transition Plan

A Human Resources plan was also developed in close collaboration with each department manager, the executive management, and the development coordinator to guide the transition process next steps. The plan takes into account the staffing, IT, and housing needs our growing organization needs to successfully scale our operations as we move into our new Centre.

## Information Technology

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We currently do not have an Information Technology (IT) department. However, all IT requests go through the HR Department who then collaborates with Solulan, a Montreal-based IT solution company, to handle requests. Solulan stepped up at the beginning of the pandemic and provided free training for MS Teams to assist us with the remote communication challenges we faced during the COVID-19 pandemic. This year, they helped us plan and purchase a new server and additional workstations (laptop, monitor, keyboard, mouse, docking stations, and software) for our new staff members. They remain available to provide support remotely for our daily IT needs.

### Client Software

In anticipation of the growth of the Clinical and Continued-Care teams, we have purchased EMHWare software, the leading provider of web-based Mental Health and Addiction Client Management Software. This software will help us support our guests, from their intake to the aftercare journey with Isuarsivik. This tool will help the staff assist guests using one central software. EMHWare's full implementation is planned for August 2021.



## Inuit Values And Practices

Integrated into Isuarsivik's permanent programming, Inuit Values and Practices (IVP) is an essential pillar of the healing work we provide. The IVP department was created in spring 2020 to emphasize and better represent Inuit culture throughout the healing programming. This department is responsible for delivering a life-impacting, culturally rich program, touching on all critical aspects of Inuit values. Another important mandate of this department is to ensure the quality and delivery of all clinical services using the Inuit language. Building a strong and vibrant IVP team will be crucial to Isuarsivik's transition towards the new Centre and will continue to be a priority. In the fiscal year 2020–2021, the IVP department:

- Participated actively in the newly formed Qullialuk Committee and created a project proposal to showcase an intergenerational effort with local artists;
- Continued the research project on Inuit traditional medicines based on Ungava's and Hudson's coast history;
- Continued the research project on Inuit Tuniit tattoos and its integration in the new Centre's design.

## Recovery Program

The Recovery Program Department, now led by Krista Holts, was created to ensure an authentic and effective delivery of Isuarsivik's program. By this, we commit to present the program most effectively while respecting its original content and its creators. This delivery process is carried out by Isuarsivik's clinical team, made

up of counsellors, cultural guides, and attendants. While in session, this process requires a commitment of 24-hour care, carried out over 42 days. The year 2020–2021 was unique and required many adaptations from which emerged multiple positive outcomes:

- In the context of COVID, we worked very hard to reopen the centre to guests with safety as the utmost priority after one year of being closed. Our first cycle was a women's cycle, and we had six graduates.
- We have hosted our first guest in the summer cycle of 2021 from Nitsiq (Nunavik Wellness Court). We have one bed reserved for Nitsiq clients at each cycle. We hope to provide alternatives that help address the root cause of offending behaviours, divert out of incarceration, and provide healing to community members involved with the justice system.





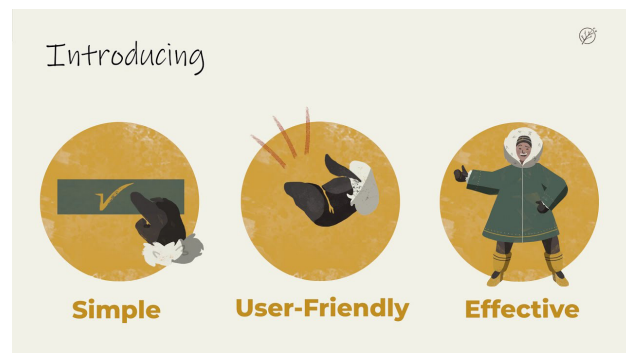
- The Recovery Program Department has been working closely with the Continued Care Department to provide seamless wraparound care to guests entering and exiting services. Our Continued-Care team now provides workshops about aftercare as part of the program. It also collaborates throughout the cycle to ensure guests are provided better quality care based on their needs as they return to their home communities.
- We have purchased EMHWare programming and are working this year to move towards a virtual guest record management system that will allow us to work across an interdisciplinary team. Part of it is remote, so we can provide integrated care while working collaboratively in real-time.
- A priority in the 2021-2022 year will be to continue to work on the clinical team's professional development and training to deepen knowledge on the treatment of addiction and trauma. We are currently sourcing options for continuing education. We want to assist the team in developing their skills so it can in turn provide an excellent experience to our guests.



# A revised and simpler process for new applicants

The Centre unveiled the reviewed and improved application process for its recovery services. This process includes new Application and Medical Evaluation forms as well as an online application tool. Interested applicants can now fill a form directly online, or simply download or print it from Isuarsivik website and sent it by email or fax. Physical copies will remain available at the Centre for anyone as well as in all 14 clinics in Nunavik and in some specific locations. Individual packages with physical copies of the new forms and promotional pamphlets were sent recently to over 50 different offices and professionals who assist Nunavimmiut in needs of healing and recovery.

This much-needed step was necessary to improve Isuarsivik's guest experience. In fact, applicants can now enjoy a simpler, user-friendly, and more effective approach which will certainly result in a smoother application process. Compared to the previous version, the new forms are now available in all three languages (English, Inuktitut, and French) and the questions have been written in a client-based approach instead of a referral-based one.



[https://www.youtube.com/watch?v=ZMk\\_XTStzKg](https://www.youtube.com/watch?v=ZMk_XTStzKg)

A laptop displaying the new Application Form and Medical Evaluation Form. The forms are shown as if they are being viewed on the screen, with the Application Form in the foreground and the Medical Evaluation Form behind it.

## NEW FORMS

NOW ACCESSIBLE ONLINE

- Application Form
- Medical Evaluation Form

Disponible en ligne via le



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## À prendre en considération avant de faire une demande

- ➔ If you have any questions while filling this form, do not hesitate to call us at 1-866-964-9994 and ask to talk to the Admission and Intake Worker. We are available to support you and want the application process to be as smooth as possible.
- ➔ If you are applying from outside of Kuujjuaq, take note that travel arrangements can be made by your local social services for free. However, you can choose to pay for your transportation yourself.
- ➔ Please note that we treat every application with care and confidentiality.
- ➔ Our clinical team will communicate with all applicants by email primarily.
- ➔ All applicants are invited to fill out this form themselves or with the support of a referral worker such as a probation officer, lawyer, or social worker.
- ➔ We ask that you provide the answers either in English or in Inuktitut.

- [illegible]

- ➔ Si vous avez des questions sur ce formulaire, appelez-nous au 1-866-964-9994 et demandez à parler avec notre responsable de l'admission et de l'accueil. Nous sommes là pour vous aider et nous souhaitons que la procédure de demande soit la plus simple possible.
- ➔ Si vous n'habitez pas à Kuujuaq, sachez que les services sociaux locaux peuvent s'occuper de votre transport gratuitement. Mais vous pouvez choisir de payer vous-même vos déplacements.
- ➔ Veuillez noter que nous traitons chaque demande avec soin et en tout confidentialité.
- ➔ Notre équipe soignante communiquera avec tous les candidats, principalement par courrier électronique.
- ➔ Tous les candidats sont invités à remplir ce formulaire eux-mêmes ou à demander l'aide d'un travailleur de référence, comme un agent de probation, un avocat ou un travailleur social.
- ➔ Nous vous demandons d'écrire vos réponses en anglais ou en inuktitut.

# Certification and Awards



Sécurité publique  
Québec



ARCTIC  
INSPIRATION PRIZE

## Accreditation Canada And Ministry Of Public Security

Quality and safety improvement is a cross-departmental effort. Every Board member, manager, and employee has a role to play in ensuring that Isuarsivik offers the best possible services and that all guests enjoy a safe healing environment. Quality and safety improvements include assessing the needs of the communities, regularly reviewing and updating our policies and protocols, staying up to date with the best practices in addictions, and improving our services based on the feedback of our staff and guests. We are very proud to have maintained both the certification from Accreditation Canada and the Quebec Ministry of Public Security.

We intend to maintain the high standards that we have achieved and are committed to increasing the quality of our services and the safety of our environment as we start the transition process to our new Centre and broaden the range of our services.

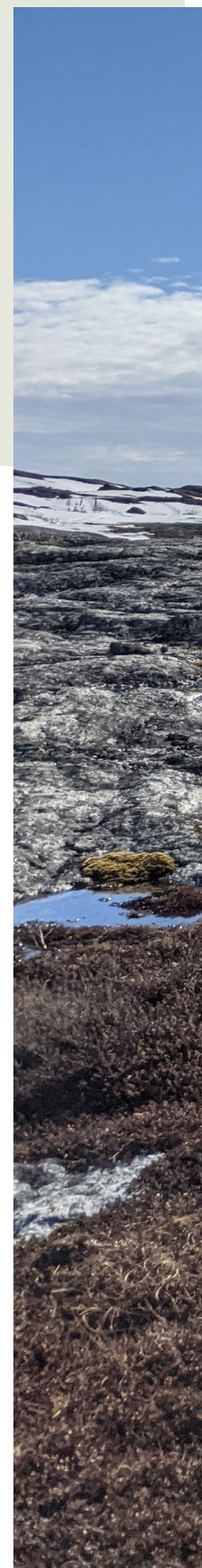
## Arctic Inspiration Prize

Isuarsivik's Project's Ilagiitigut anngiangjaqatigiinnirq ilurqusivuttigut was nominated for the 2020 Arctic Inspiration Prize and selected as finalist.

The Arctic Inspiration Prize is an annual prize that aims to support Northerners in bringing initiatives to life. The selected projects reflect on the changes the participants wish to see in their communities and encourage teamwork for a better life in Canada's North.

Isuarsivik's Project, Ilagiitigut anngiangjaqatigiinnirq ilurqusivuttigut, attempts to create a recovery program addressing substance abuse by focusing on intergenerational trauma, the reclaim of Inuit identity and culture, and the connection to the land. Ilagiitigut anngiangjaqatigiinnirq ilurqusivuttigut brings together elders, addiction counsellors, hunters, scholars, and community members to create a marriage of best practices in the field of addiction and Inuit traditional knowledge on individual and collective wellness.

Although Ilagiitigut anngiangjaqatigiinnirq ilurqusivuttigut has not been selected for this year's edition of the Arctic Inspiration Award, we are incredibly proud of our Project. This terrific team led it to its nomination. The quality of all projects nominated for this prize was impressive, and it truly is an honour to be one of the finalists for such a noble prize.









# Development Initiatives

## Construction project

The contract award process for the construction of the main facility was underway when the pandemic hit the province of Quebec. The Quebec economy and construction industry on halt and the uncertainty surrounding future sanitary measures added considerable complexity to the contract award negotiation and decision-making in the spring of 2020.

Thanks to a newly established trust between Les Constructions Pépin-Fortin Inc. and Isuarsivik, and the common goal to limit the risks and financial impacts for both the project promoter and the contractor, Isuarsivik decided to award the contract in April 2020.

However, as the contractor began to mobilize for the construction season, the Kuujjuaq municipal council passed a resolution prohibiting any major construction work in 2020 to protect its population from potential COVID infection.

As a result, the construction of the new main facility and the remaining staff housing units had to be postponed for at least one year. Isuarsivik and Pépin-Fortin have made every effort to minimize the impact of this delay by acquiring and shipping materials and equipment to Kuujjuaq in 2020 to begin the Project in the spring of 2021, before the arrival of the first sealift of the season.

The Fall and Winter allowed the project team and partners to update the risk management plan and assess the potential financial impact of the delay and increased sanitary measures on the Project.

On March 3, 2021, the Kuujjuaq municipal council, after reassessing the sanitary situation, authorized significant construction work for the 2021 season. At the end of the fiscal year, Isuarsivik was well-positioned to secure an additional \$1.6 million to fully absorb the anticipated financial impact of COVID thanks to additional contributions from Indigenous Services Canada, Canada Mortgage Housing Corporation, and the Kativik Municipal Housing Bureau.





## Transition Process

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Despite the delay in construction, Isuarsivik has been very active in planning the organization's takeover of the new building, transfer of operations, expansion of the team, welcoming of the guests, and offering its new services.

Establishing a consistent process is critical to the transition's success. Indeed, all the planning and implementation operations are added to the management team's already busy schedule and workload.

Under the leadership of the Executive Director and acting Executive Director, the planning phase for the transition was led by Isuarsivik's Communications Strategist and Coordinator for the Development Plan throughout the fall 2020 and winter 2021. The management team was heavily involved in assessing readiness, establishing goals for the transition, and drafting departments' action plans to build capacity and ensure every department will be ready to deliver the services when the new Centre opens.

These actions are integrated into a Master Transition Action Plan. In parallel, a transition budget, timeline, and communications plan were designed. All these key instruments are integrated into the overall Transition Plan Towards the New Centre submitted to the BOD and approved in February 2021.

The Transition Plan is a roadmap for the organization, and the Master Transition Action Plan is a checklist of actions for those responsible for implementing it. The Board will use these new tools to assess the quality of transition planning and monitor its implementation as the opening date of the new facility approaches.

To oversee the transition process and the implementation of each departments' action plan, a Transition Committee will be created in the spring of 2021. The Committee will be led by the Deputy Executive Director, who has been tasked with ensuring progress on the readiness of facilities and equipment, operational readiness, and personnel readiness.



# National Recovery Month

September is the National Recovery Month. In 2020, Isuarsivik wanted to promote this important movement by showing support to all those in recovery. And because recovery is a growing process, Isuarsivik organized a plant sale.

From September 1 to 15, people living in Kuujjuaq and Puvirnituk had the opportunity to pre-order a 3-inch plant for only \$40.00 to help the growth of recovery and to make a difference for Isuarsivik's development projects. For each purchase, \$25.00 was considered as a direct donation to the Centre. A total of \$1,725 was raised and more than 80 people are now enjoying a new addition to their home. Among them, 10 were Isuarsivik's former guests. They were surprised by a plant that shows support to their recovery journey, a generous donation from 10 individuals who intentionally bought a plant to be offered to one of our former guests.

We are amazed by the support we received from all corners of the region to all those in recovery. We want to thank Saqjuq for having promoted this new initiative and distributed the plants in Puvirnituk. A special thanks to the Nunavik Regional Board of Health and Social Services and the Northern Village of Umiujaq who bought 20 and 10 plants respectively to distribute within their organization and community to raise awareness.







## The logo is a circular emblem with a mustard yellow background. At the top, the word "PINGNGUPAA" is written in a bold, black, sans-serif font, following the curve of the upper circle. Below this, a thin black line forms a horizontal arc. In the center of the emblem is a dark grey, bowl-shaped object. Inside the bowl is a stylized, bright yellow flame or food element. Below the bowl, the word "CHALLENGE" is written in the same bold, black, sans-serif font, following the curve of the lower circle.

- Canadian North
- Air Inuit
- Arbonne
- Innuvunga
- TLS Nunavik
- Kuujjuaq Coop
- Emma Laina Grey
- Winifred
- Northern
- Nunavik Furs
- Nunavik Entreprise
- Gaston Henry Fourrures
- Inu-Vations
- Recreation Committee

➤ Recreation Committee

➤ Recreation Committee

## Pingngupaa in numbers

- The majority of participants were from Nunavik (84%)
- Participants heard about the Pingngupaa Challenge primarily through Facebook (61.54%), followed by word of mouth (23.08%).
- The average participant had 4.6 sponsors
- Participants came from 13 of the 14 communities
- 267 participants challenged themselves
- Over \$49,000 was raised



“ I had convinced myself that I don’t drink often, and I honestly wasn’t anymore, but this time it has given me another scope of what I know in terms of the tremendous power of alcohol in our lives. It is everywhere, and everyone is drinking around us. It makes us wonder when we will ever have a sober hangout place for a strong community. God bless! ”

“ It was my first time challenging for a Pingngupaa challenge. I can say I’m proud of myself! ”

“ Thank you for making me take part in this Challenge. It was hard initially, but it was fun, and I stayed sober longer than 28 days just because I knew I could do it. Nakurmiik, don’t ever stop this Challenge. Continue every year! ”

“ I am very thankful that I took part in this Challenge, although I had been sober for a few months before the Challenge, and I will continue to be sober for as long as possible. I do not have the urge to drink anymore and love this new sober and healthier lifestyle. Thank you for having this Challenge every year! ”



# Reach and Beyond

## Online presence

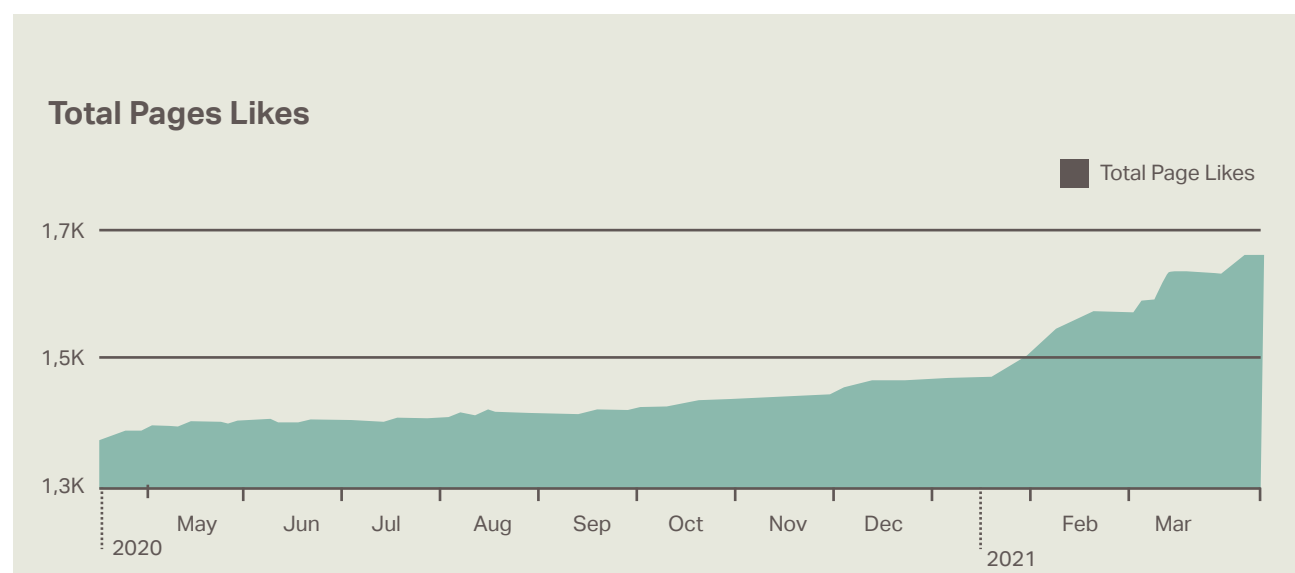
To increase our reach and influence in the region, we have been steadily growing our online presence through social media and newsletters. Using varied, original, and culturally relevant content, we have expanded our Facebook page's reach from 1,375 to 1,665 followers, a 21% increase.

With more Facebook followers and interactions, we hope to eventually reach the region's entire population and share positive messaging, inform about addiction, and break stigmas around substance abuse. Social media is a great tool to organically influence cultural changes and position Isuarsivik as a relevant resource for the entire region of Nunavik.

## Press Review

### Radio

We have also kept the general population updated on what has been happening at Isuarsivik through radio interviews on CBC North. Dave Forrest gave an interview to Alison Brunette about the transition plan into the new Centre, and Mary Aitchison met with Alec Gordon about the reopening of the Centre and the adaptations made to the program to meet the NRBHSS' safety guidelines. Alec Gordon also interviewed Aputik Forrest and Emmanuel Delwaide-Bégin regarding the 2021 edition of the Pingngupaa Challenge.





## Web

### Nunavik's new treatment centre facing construction delays

(Nunatsiaq News, September 12, 2020)

<https://nunatsiaq.com/stories/article/nunaviks-newtreatment-centre-facing-construction-delays/>

### From Inuit-led addiction treatment to justice and leadership centre: Finalists revealed in \$1M prize

(CBC, November 20, 2020)

<https://www.cbc.ca/news/canada/north/finalists-revealed-2020-arctic-inspiration-prize-1.5809677>

### Record number of Nunavimmiut sign up for February sobriety challenge

(Nunatsiaq News, February 2, 2021)

<https://nunatsiaq.com/stories/article/record-number-of-nunavimmiut-sign-up-for-february-sobriety-challenge/>

### Construction of Nunavik's new treatment centre to start this summer

(Nunatsiaq News, April 7, 2021)

<https://nunatsiaq.com/stories/article/construction-of-nunaviks-new-treatment-centre-to-start-this-summer/>

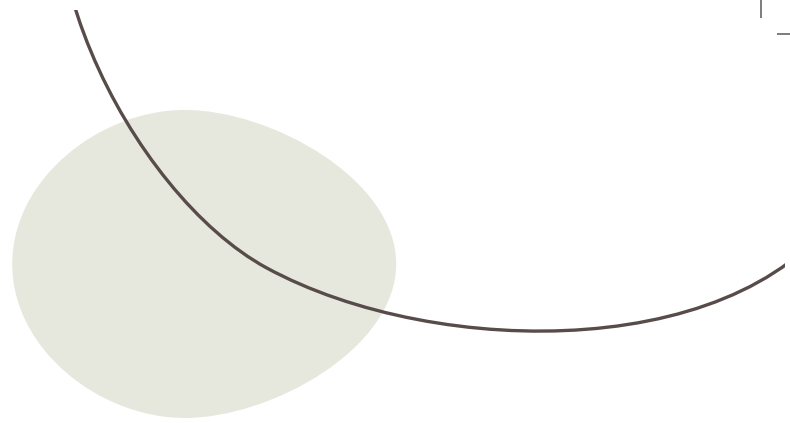


# Active Participation to Cross-Sectors Committees

We believe that our involvement in different existing committees and groups will increase our impact on the region and help support an addiction-free lifestyle for Nunavimmiut.

As most organizations have been impacted by the COVID-19 pandemic and the sanitary measures, several cross-sector committees reduced or cancelled their activities during the fiscal year.

Committee	Isuarsivik Representatives	Mandate	Activity
Addictions Advisory Committee	Executive Director	Oversee the delivery and development of addiction services based on Inuit needs, values, and culture in a way that will improve the wellbeing of Nunavimmiut.	The Addiction Advisory Committee was inactive in the year 2020-2021.
Coordination Table For Saqijuuq Project	Executive Director and Development Plan Coordinator	Coordinate the implementation of initiatives that support the reconstruction of social regulation in Nunavik, curb substance abuse, and reduce the physical and psychological harm and the resulting criminality, over-judicialization, and detention of Nunavimmiut.	Only one meeting was held in January 2021 to update project partners on the Saqijuuq project and plan a re-intensification of activities.
Regional Partnership Committee	Executive Director	<p>The Regional Partnership Committee aims to connect different organizations in the region to:</p> <ul style="list-style-type: none"> <li>➤ Understand the role of everyone in the communities;</li> <li>➤ Better connect and avoid doubling the services in some areas; Increase different services' chance of success;</li> <li>➤ Identify the gaps between current programs;</li> <li>➤ Help to revise the Youth Protection Act and the Young Offender Act to be more culturally relevant;</li> <li>➤ Enable the Direction of Youth Protection (DYP) to be represented in meetings across the region.</li> </ul>	The Regional Partnership Committee was inactive in the year 2020-2021.



Committee	Isuarsivik Representatives	Mandate	Activity
Nitsiq Steering Committee/ Nunavik Wellness Court	Executive Director and Development Plan Coordinator	<p>The Steering Committee of the Nitsiq Program in Puvirnituq results from a joint commitment by the NRBHSS, the Quebec Court, various Quebec government departments and agencies, and judicial, correctional and social service organizations. The Nitsiq program aims to prevent and reduce substance abuse-related crime.</p> <p>This Committee has the mandate to create a formal network to establish a court-supervised addiction treatment program under section 720 (2) of the Criminal Code. In addition, they have to implement a one-year pilot project in Puvirnituq, assess and improve the program, and find ways to ensure its sustainability and eventual deployment to the whole of Nunavik. The program was launched in Puvirnituq in the Fall of 2019.</p>	<p>Due to limited activity by the Quebec Court during the first year of the pandemic, only one meeting was held in spring 2021. It helped re-mobilize partners to intensify the recruitment of participants in the Nitsiq program.</p>

# Stakeholders Recognition Roll

Substance abuse impacts every one of us and every organization in Nunavik. This year again, our organization is thankful for all partners' contributions that have helped our Centre's operations.

## Financial Partners



## Training Partners



## Regional Partners





isuarsivik.ca

Illustration : Geneviève Bigué