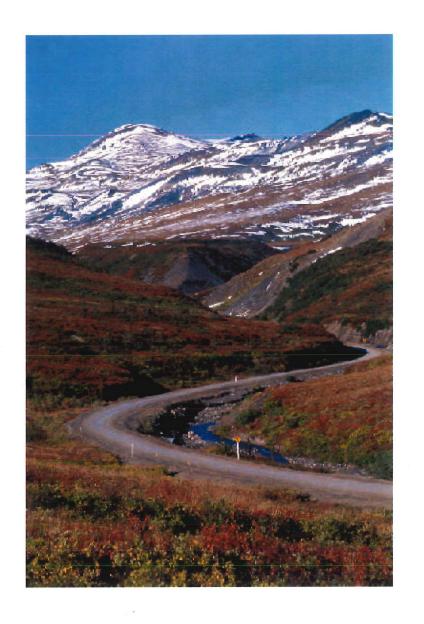
Northwest Territories
Health and Social Services

Action Plan 2006 – 2010

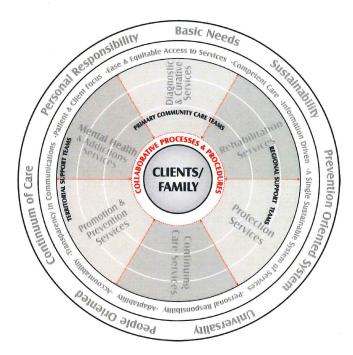
August 2006



Early in 2002, the Minister of Health and Social Services approved the *Action Plan 2002 – 2005*. That plan described actions on a number of fronts, all directed toward improving the NWT health and social services system: improved services to people; increased supports to staff and trustees; development of an integrated service delivery model; and improvements in system-wide management and accountability. Those actions are now either completed or ongoing.

In 2005 the Department and the Health and Social Service Authorities undertook to update the system-wide strategic plan, which resulted in the development of *Shaping Our Future, 2006 – 2010.* That document lays out the high-level strategies that will be undertaken in the coming years. This current Action Plan details the specific actions that will be undertaken by the NWT health and social services system over the next five years in order to move forward with our updated strategic plan.

The development of the Integrated Service Delivery Model (ISDM) was one of the major accomplishments of the previous Action Plan, and forms the foundation for Shaping Our Future 2006 – 2010. Consequently, the initiatives that are detailed in this current Action Plan are organized around the six core services of the ISDM, along with the addition of actions that support improved management and accountability for the delivery of health and social services to the people of the Northwest Territories.



Action Issue Deliverables Timeline Accountability

1. Promotion and Pre	1. Promotion and Prevention Services				
1.1 Improve the health of citizens and support healthy personal choices:	The long-term sustainability of the NWT health care system is seriously threatened by the fact that the majority of chronic diseases, such as cancers, dental diseases, diabetes, cardiovascular deficiencies, and disabilities that in certain cases are the result of unhealthy lifestyles and highrisk behaviours, which could be prevented.	Stable funding, equivalent to 1% of the department's base, will be allocated annually to sustain coordinated social marketing initiatives supporting the GNWT Healthy Choices Framework.	2007/08, ongoing	Department	
	·	A) Tobacco Strategy			
	Through the Healthy Choices Framework, Ministers of the social programs departments have committed to a collaborative and coordinated approach to health promotion	Butthead social marketing campaign focused on 8 – 14 year old smoke free commitments	Annual event through 2010/11	PH	
	and are leading the development of interdepartmental action plans to address unhealthy	Proclamation and implementation of the Tobacco Control Act	October 2007	PH	
	behaviours.	Evaluation of the first five years of the Tobacco Action Plan	Report available in May 2007	PH	
		Renewal of the Tobacco Strategy (2007-2012) based on the evaluation results	Cabinet approval by September 2007	PH	

Action	Issue	Deliverables	Timeline	Accountability
		B) Healthy Eating and Active Living Strategy		
		Healthy Eating Social Marketing Strategy	Beginning in 2006 and continuing to 2010	PH Authorities
		"Drop the Pop" promotion linked to Dental Health Promotion Strategy -	Annual event to 2010	PH
		Work with ECE to develop healthy food choice policies in all NWT schools	September 2007, ongoing	PH
		Healthy Foods in Facilities Directive – implement the healthy food choices policy in all HSS workplaces and facilities	September 2006, ongoing	PH Authorities
		Get Active Challenge	(see Section 2.4)	PH support to MACA lea
		(C) Injury Prevention		
		Territorial Strategy on Injury Prevention ready for Cabinet approval		
		(D) TB Action Plan	October 2006	PH
		Update the TB Manual for health care providers	March 2007	PH
		Final report on results of the TB Action Plan		

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Action	Issue	Deliverables	Timeline	Accountability
		(E) STI Strategy	March 2010	PH
		Pilot program for social marketing (in the Tlicho) Territory-wide social marketing based on	March 2007	PH TCSA
		outcomes from the Tlicho Increased youth	September 2007 through 2010	PH Authorities
		awareness documented by an evaluation	March 2008	PH
		Audit of all STI programs in all regions	March 2007	PH Authorities
1.2 Revitalize the system wide oral health promotion program by working with the Federal Government to improve dental health services across the NWT. This will include a greater emphasis on dental health	Many regions do not have dental therapists, and as a result many children are suffering from poor oral health.	Reestablishing the community-based network of dental therapists, increasing the volume of community dental visits and regulating the dental surgery plan		
promotion and more regular treatment services.		Prepare Joint Federal /Territorial Proposal	Sept 2007	HSA TIS, PH, CFS
		Implement phase 1 of program improvements	April 2008	TIS Authorities, HSA
		Implement phase 2 of program improvements	April 2009	TIS Authorities, HSA

Action	Issue	Deliverables	Timeline	Accountability	

2. Protection Services	2. Protection Services				
2.1 Improve public health capacity and delivery of public health programs.	The NWT has high rates of preventable illness, which places a high burden on and threatens the sustainability of health care services.				
(a) Pandemic and health emergency preparedness.	Plans are needed at the Department, Authority and community levels to prepare for a pandemic influenza outbreak.	Pandemic plans developed at department, authority and community levels	March 2007	PH Authorities MACA, CGs PLC	
(b) Implementation of regional public health units in accordance with ISDM.	Further prevention for the introduction and/ or spread of infectious diseases.	Public health units established in the Deh Cho, Sahtu and Tlicho regions.	March 2007	Authorities PH	
(c) Enhancing effectiveness and filling gaps at the community		Adding CHR positions where there are none.	April 2009	PH Authorities	
level.		Integrating public health service delivery within primary care teams	April 2010	PH Authorities	
(d) Filling capacity gaps at the territorial level.		Additional EHO position	April 2007	PH	
and territorial forting		Mammography screening managed as a territorial program with equal access for all NWT women.	September 2007	PH	

Action	Issue	Deliverables	Timeline	Accountability
		Colorectal cancer screening program – Beaufort Delta pilot Evaluation Business Plan proposal	October 2006 December 2008 May 2009	PH BDHSSA
(e) Modernizing the Public Health Act.		New Public Health Act – 1 st and 2 nd Reading 3 rd Reading Regulations	Winter 2007 June 2007 April 2008	PH PLC
(f) Implement the NWT Drinking Water Strategy, in cooperation with other government departments	Safe drinking water requires a multi-barrier approach, including: -Keeping NWT water clean	Centralized tracking and monitoring system for source water quality	2006	PWS MACA ENR
and community governments.	-Making drinking water safe -Proving drinking water is safe	Annual reporting, beginning in 2006	2006	PH Authorities
2.2 Implement Child and Family Services improvements.	Amend the Act to ensure that children in need of protection receive timely review by the courts and provide the legislative authority to allow improved services for children between the ages of 16-18.	Amendments to Child and Family Services Act – 1 st and 2 nd Reading 3 rd Reading	February 2007 June 2007	CFS PLC
	Update standards for practice for Child Protection Workers.	Revised standards manual for workers	June 2007	CFS Authorities
	Develop program options to allow for children and adults	RFP/Contract award and services in place for 5 –	RFP awarded by September 2006	CFS

Action	Issue	Deliverables	Timeline	Accountability
	As he was stricted from	10	· · · · · · · · · · · · · · · · · · ·	
	to be repatriated from southern care.	10 youth		
	Rationalize foster care rates system wide.	Proposal to FMB June 2007	June 2007	CFS
		New rate structure	April 2008	
	Develop a more consistent approach for supporting adoptions of special needs children.	Policy/Program guidelines to allow for the adoption of more special needs children	March 2007	CFS
2.3 Continue to coordinate services to address emerging needs in collaboration with the Social Envelope	To ensure that individuals / families who cannot access private or government subsidized housing, are provided with shelter and	Homelessness Framework developed in consultation with Social Envelope departments	May 2006	PLC ECE NTHC
Departments: (a) With the Housing Corporation, Implement support programs for the homeless;	other basic supports.	Adequate supports for NGO agencies providing services to the homeless identified	June 2006 (Business plan for 2007-10)	PLC
(b) With ECE, advance school programs for healthy lifestyle choices;	There is a need for early intervention for preventable diseases and poor educational and health outcomes due to socioeconomic issues.	Updated school healthy living components for prevention strategies in they healthy choices priority areas. Adoption of the health promotion		PH
		school model - Policies to increase school physical activity programs Healthy school food	Sept 2009 Sept 2008	
		policies adopted by all school boards		

Action	Issue	Deliverables	Timeline	Accountability
(c) With Justice, continue with collaborative efforts to support individuals found not criminally responsible.	Need to ensure that these individuals are appropriately placed when the Courts determine that they are not criminally responsible.	Collaboration agreement on referral mechanisms and placement locations are secured and client management processes are developed	September 2009	TIS
3. Diagnostic and Cu	rative Services			
3.1 (a)Expand use of Nurse Practitioners in every health center, clinic and emergency room. (b)Expand use of Midwives in primary care teams in all regions.	Expanded numbers of Nurse Practitioners and Midwives will help address workload issues and demands compromising patient care.	Work with RNANT/NU to implement a process for existing nurses to challenge the nurse practitioner exams. System wide plans	December 2006 May 2006 for inclusion in	TIS Authorities DHR RNANT/NU
teams in all regions.		underway for the introduction of NP's and midwives.	2007-10 business plan cycle.	Authorities
3.2 Reduce surgical wait times.	Northern residents expect and deserve to receive surgical procedures to the	Provide surgical wait times Information on Stanton's website	September 2006	STHA
	same standards as are being established in the rest of Canada. All jurisdictions have set benchmarks for the	Establish multi-year targets for reducing wait times.	December 2007	STHA
	receipt of services in five key areas (sight restoration, cancer treatment, joint replacements and heart	Undertake initiatives to reduce wait times and increased availability of		STHA BDHSSA

Action	Issue	Deliverables	Timeline	Accountability
	surgery).	operating room time - continue to increase volume of cases from	2006, ongoing	
		existing ORs - invest strategically in surgical tools, equipment and prosthetics.	2007/08	
3.3 Expand diagnosis capabilities.	Provide more modern equipment and training to providers to improve treatment/diagnosis at the community, regional and territorial level.	Basic radiology training program for health center staff offered every two years.	Beginning 2007	TIS FS Authorities
	tornorial lovol.	Bone densitometry program initiated.	November 2006	STHA
		With Canada Health Infoway, plan to invest in Picture Archiving Communications system for radiology.	August 2006	STHA TIS
3.4 Improve the care of patients through coordinated discharge planning.	Need to ensure that NWT patients are repatriated to their home communities or to an NWT health care center where their needs can be met.	Implement a revised discharge planning system between the NWT and the Capital Health Region in Alberta	August 2006	STHA CHA HSA
	met.	Improve the discharge management process for patients being discharged from NWT hospitals to NWT communities	December 2006	STHA BDHSSA

Action	Issue	Deliverables	Timeline	Accountability
3.5 Incorporate the agreed upon recommendations identified in Reforming Medical Services Report April 2006.	To identify the most efficient and effective models for the delivery of general practitioner and specialist physician services in Yellowknife and Inuvik.	Complete an analysis of physician services in Yellowknife and Inuvik and recommend appropriate models for delivery of GP and Specialist physician services in Yellowknife and Inuvik.	November 2006	TIS
		Determine the preferred models and incorporate the models into the revised Reforming Facilities & Medical Services Report	January 2007	TIS Authorities
3.6 Develop a comprehensive renal program for the NWT.	Expanding services to other communities will allow dialysis patients to remain closer to homes / families.	Complete expansion of dialysis to Hay River. Conduct analysis of expansion of service to Ft. Simpson in conjunction with Capital Health Authority.	December 2006 implementation November 2006	HRHSSA STHA STHA DCHSSA
		Develop a proposal for a comprehensive renal program	June 2007	TIS
3.7 Expand the use of Telehealth.	To integrate sustainable telehealth programs, services and applications that will	Complete a three-year telehealth strategic plan.	August 2006	TIS
	increase access to services at the community level.	Develop project specific proposals to meet target	October 2006 October 2007	TIS

Action	Issue	Deliverables	Timeline	Accountability
	70000			
		outcomes identified in the plan, for inclusion in annual business plans	October 2008	
3.8 Expand use of Licensed Practical Nurses (LPNs) as much as	Expanded utilization of LPNs would allow nurses and NPs to focus their time on higher	Review and revision of LPNs Scope of Practice.	December 2006	TIS Authorities
possible in support of ISDM.	level patient needs.	Complete system wide plans to expand the role of LPNs into HSS system.	May 2007	TIS
		Revisions to Aurora College LPN training program.	April 2007	TIS AC DHR
		Offer a revised training program	September 2007	TIS AC DHR
3.9 Support for ambulance services in communities.	Government needs a consistent approach to its ambulance services.	Interdepartmental review and consultation of issues with ambulance providers	November 2006	PLC
		Multi-year Plan.	December 2006	PLC
3.10 Expand on the incorporation of traditional health practices into the health system, especially	Recognize and learn from traditional health practices and incorporate these with modern health care.	Strategy to be implemented at Stanton in conjunction with Aboriginal groups at Stanton.	April 2006	STHA
hospitals.		Development of a plan to expand services to other authorities / facilities.	April 2007	Authorities
3.11 Review and evaluate	By CRTC ruling the 811	Interim evaluation 811	December 2006	TIS

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Action	Issue	Deliverables	Timeline	Accountability
the Telecare program 1-888 call line.	number has been reserved for access to non-emergency health triage services. An assessment of the impact of switching to 811 for Telecare NWT and on using 811 as a portal to route callers to various NGO phone lines is required.	feasibility study		
4. Rehabilitation Ser	vices			
4.1 Increase access to rehabilitation teams to service an increasing number of communities.	Improve the timelines/ frequency of physio, occupational, audiology and speech language services to NWT residents.	Create four rehab teams in NWT (permanently). This will also include the incorporation of rehab aides in the staffing mix, where appropriate.	Begin implementation in 2006/07 & continue following two years.	TIS
4.2 Improve community capacity to support rehabilitation services.	There is a need to ensure that assessments and recommendations made by expanded rehabilitation teams can be followed up at the community level.	Develop a training program for rehabilitation aides.	April 2008	TIS ECE AC CFS
5. Continuing Care S	Services			
5.1 Expand services for adults and elderly	People with disabilities require home care services,	Review and evaluate home care services –		TIS

Action	Issue	Deliverables	Timeline	Accountability
requiring special services in areas such as:	access to LTC and dementia care. Also homecare	RFP Report	September 2006 December 2006	
Long term care/Dementia Rehabilitation Home Care Home Support	services across the NWT have gaps in service levels for the elderly.	Complete renovations of LTC facilities in Ft. Smith, Ft. Simpson, Hay River, Behchoko.	March 2008	TIS FS Authorities
Потте бирроге		Support planning of YACCS dementia facility.	2007-08	TIS
		Complete a review of LTC rates.	June 2006	TIS
5.2 Expand services for identified target groups.	Improved services in conjunction with other Social Envelope Departments for seniors, persons with	Implementation of Seniors Action Plan and the Disability Action Plan	Ongoing, as outlined in individual action plans	TIS Authorities
	disabilities, and victims of family violence. Increasing support for people with disabilities.	Multi-year funding agreements that to the extent possible consolidate individual contribution agreements.	April 30, 2006 and ongoing	Divisions and Authorities
5.3 Developing supported living options for people with disabilities or mental	To prevent long term institutional placement, people living with disabilities	Pilot supported living enhancements	March 2007	TIS Authorities
illness(e.g. FASD, mental illness) and developing respite programs for parents with difficult-tomanage children.	or mental illness require supported living environments.	Develop implementation plan	June 2007	TIS Authorities

Action	Issue	Deliverables	Timeline	Accountability	
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6. Mental Health and Addiction Services					
6.1 Implement community- based prevention, treatment and counseling for addictions and mental health, including the following initiatives:	A community-based approach to address addictions and mental health issues allows services to be provided closer to where clients live.				
(a) Continue to work on increasing the skill level of staff working in the mental health and addictions fields;		Next Steps work plan	November 2006	TIS	
(b) Develop next steps in the implementation of year 3 of the strategy, including initiatives to support	There is a need to develop additional treatment options including mobile treatment and on-the-land	Stakeholder consultations	November 2006	TIS	
increased treatment services through Natsejeke, the Salvation Army and mobile treatment and on-the-land programs.	programs, especially for youth.	Implementation Plan	June 2007	TIS	
(c) NWT addictions awareness campaign;		Preliminary analysis of Communication Plan with recommendations on approaches for a mass	June 2006	TIS	
		media campaign RFP to design campaign	September 2006 – March	TIS	

Action	Issue	Deliverables	Timeline	Accountability
		start up, pretest materials and modular roll out	2007	
		Development and implementation of awareness campaign.	Late 2007, continuing through 2008/09	
b) Children and youth mental health promotion;		Implement four programs : 1)Friends for Life Resiliency Training 2)Youth Net 3) Talking About Mental Illness 4) SAFETEEN	June 2006 – March 2007	TIS CFS
		Evaluation	March 2007	TIS
		Community consultation and research on additional mental health promotion programs	September 2007 – June 2008	TIS
7. System-Wide Mana	agement and Accountabi	llity		
7.1 Lay out the change management strategies and actions required to bring ISDM into full implementation.	More coordinated and focused approach to implementation is required.	Develop long term work plan for ISDM focusing on the 6 core functions and change mgmt process required to complete implementation	August 2007	ADM
7.2 Clarify roles and responsibilities among the	Continue working to delineate the various roles	Develop an Issues Paper identifying where roles	March 2007	PAR JSMC

Action	Issue	Deliverables	Timeline	Accountability
Department, HSS Authorities and NGOs.	and responsibilities across the NWT health care system	and accountabilities overlap and where there may be gaps in responsibilities		
7.3 Implement coordinated interjurisdictional agreements.	There needs to be a mechanism to ensure that inter-jurisdictional agreements are undertaken in a consistent manner across the HSS system.	Inventory of all authority contracts with other jurisdictions and community governments. Recommendations for Departmental sign off on interjurisdictional contracts.	October 2006 Ministerial Directive December 2006	FS
7.4 Complete the operational reviews of all program and service delivery by the Authorities and the Department that were initiated in 2005-2006.	More consistent monitoring of program delivery and administration.	Complete operational reviews in all authorities and the Department over the next 2 years and conduct reviews on an ongoing 2-year cycle.	Conduct a review of one authority and department in 2006/07. Complete 1st round of reviews for remaining authorities in 2007/08	PAR FS Authorities
		Develop action plans to implement the recommendations from completed reviews in Inuvik, Fort Smith and Hay River.	Inuvik – June 2006 Fort Smith – July 2006 Hay River – July 2006	BDHSSA FSHSSA HRHSSA
		Expand the current accreditation processing to encompass social programs, integrate the accreditation process with	Discussion Paper – October 2006	YHSSA PLC PAR

Action	Issue	Deliverables	Timeline	Accountability
		the operational review process, and expand to include risk management approaches.		
7.5 Complete the analysis of hospital utilization, occupancy and benchmarks initiated in 2005-2006.	To assess all four hospitals to define where services are most appropriately provided and determine the required levels of health care professional support required.	Revise the report based on feedback received from the consultation process and incorporate the work of the Reforming Medical Services report on the delivery of physician services. Adopt the Facility Medical services model and benchmarks Develop an implementation plan	September 2006 December 2006 February 2007	TIS Authorities TIS
7.6 Develop a funding model that provides equitable allocations to all HSS Authorities.	Funding to Authorities has been based upon historic costs as opposed to funds needed to deliver prescribed services, and has resulted in some inequities.	Recommended Model Implementation Plan Implementation	November 2006 November 2006 April 2007	FS FS
7.6 Complete the Supplementary Health Benefits review.	Current programs are out of date and complex to administer in a consistent manner. A small portion of population has no access to	Review of benefit programs for Non-Aboriginal northerners Recommendations for future directions	August 2006 November 2006	PLC

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August 2006

Action	Issue	Deliverables	Timeline	Accountability
	supplementary benefits. Consistent demands, increasing benefits, expanded coverage as well as expectations for medical travel assistance for escorts are driving the system.			
7.7 Undertake a system wide review of the medical travel function.	The geography of the NWT requires that many residents leave their home communities to access health care services. Over the past few years there have been many changes and improvements in the Medical Travel system. However the system is still challenged in providing effective and efficient services. In particular the regularly scheduled travel services, approval of nonmedical escorts services and issues with overall administration of the service remain as concerns for northern residents.	Undertake a functional review, with a particular emphasis on the regular scheduled medical travel services. Implement system wide changes to the functional aspects of the medical travel service.	October 2006 January 2007	PAR STHA
7.8 Continue the development of electronic health records and other information systems in support of the delivery of	Patient information currently resides in a number of separate record systems and databases making it difficult for physicians to access a	Pilot EHR program	March 2007	IC IS

Action	Issue	Deliverables	Timeline	Accountability
health and social programs.	complete patient record. The EHR brings information together to improve patient care.	-		
7.9 Coordination of department's involvement in the Mackenzie Gas Project – SEA negotiations, JRP hearings, and monitoring impacts.	The MGP will increase the pressure on the health and social service system staff and resources and NWT residents. The government must work with industry to jointly mitigate impacts.	Participate in Socio Economic agreement negotiations & Joint Review Panel review processes Implement mitigation measures to offset expected and unanticipated impacts	SEA negotiations April 2006, ongoing JRP hearings October 2006 2008 forward	PAR Authorities
7.10 Approve a legislative agenda for 2006/07 and for a new government (2008-11).	Legislation is required for the following Acts for: -A new Public Health Act -Amendments to Child and Family Services Act -Pharmacy Act -Change of Name Act	Legislation approved.	First three Acts approved by summer 2007 Drafting of the Change of Name act underway by September 2007 and ready for consideration by the 16 th assembly	PLC
	Other legislation that may be considered (2008 –11) include -Health Professions Act -ATIPP amendments for Health Information -Social Work Profession Act.	Establish priority legislation for the 16th Assembly.	2008-2010	PLC
7.11 Encourage the Federal government to	The Federal Government caps its grant funding for the	Negotiate a fair reimbursement agreement	November 2007	FS TIS

Action	Issue	Deliverables	Timeline	Accountability
continue to work towards improving the health of Aboriginal northerners.	provision of hospital and physician services to First Nations and Inuit. The GNWT expends far more to provide these services then is received from the Federal Government.	that keeps up with service cost increases.		
8. Human Resource	es			
8.1 Update the system- wide Retention & Recruitment Plan for the NWT's Allied Health Care Professionals, Nurses and	The NWT faces the same challenges as the rest of Canada in recruiting professional staff and retaining existing staff. The competition to hire and retain	Update to the 2002 Retention & Recruitment Plan will be developed. Aurora College, the DHSS and the 8 H&SS	June 2006 December 2006	DHR
Social Workers 2002. This includes but is not limited to developing a comprehensive training plan for health and social sevice professionals in collaboration with Aurora College.	health and social services professionals is intense and requires a focused and determined effort.	Authorities will implement a coordinated training plan for training Nurses, Social Workers & Allied Health Professionals identify opportunities for existing health and social service professionals to develop continuing competencies and meet operational needs.		
8.2 Update strategy for recruitment and retention of Community Health Nurses.	Address high turnover of nursing staff in smaller community health centers. Adjust PDI to better support	Establish authority based nursing pools to rotate nurses to health centers. New PDI grid	March 2007 August 2006	DHR Authorities

Action	Issue	Deliverables	Timeline	Accountability
	staff.	Expand CHN Development Program Implementation (from 4 – 10 communities).	April 2007	DHR
8.3 Continue to develop a physician recruitment and retention strategy.	There are continuing challenges in recruiting and retaining physicians, and the recommendations from the Archibald report need to be implemented.	Completion of a physician recruitment and retention action plan	October 2006	DHR TIS
8.3 Improve Community Health Representatives (CHRs) training.	CHRs provide valuable, ongoing resource in NWT communities, and they need to be provided with	Training programs for CHRs to expand their abilities.	April 2006, ongoing	PH
	to be provided with continuing training to expand their skill sets.		April 2006, ongoing (as part of training)	PH
8.4 Revitalize public interest and marketability of the social work	The social work program has suffered from low enrollment numbers for the past several	New and revamped program curriculum and delivery model	November 2007	CFS DHR Aurora College
profession in the north.	years. This has resulted in low numbers of northern residents pursuing social	Marketing and promotion plan	November 2007	
	work as a career, which has created recruitment and retention challenges.	Increased enrollment and increased number of graduates	2008 forward	

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	Action	Issue	Deliverables	Timeline	Accountability
1					

TIS (Territorial Integrated Services)
FS (Financial Services)
DHR (Department of Human Resources)
CFS (Child Family Services
PH (Population Health)
PLC (Policy Legislation and Communications)
CGs (Community Governments)
IS (Information Systems)
PAR (Planning Accountability and Reporting)
DCHSSA (Dehcho HSS Authority)
FSHSSA (Fort Smith HSS Authority)

MACA (Municipal and Community Affairs)
ECE (Education, Culture and Employment)
FMBS (Financial Management Board Secretariat)
ENR (Energy and Natural Resources)
RNANT NU (Registered Nursing Association of NT/Nunavut)
STHA (Stanton Territorial Health Authority)
PWS (Public Works and Services)
NTHC (NWT Housing Corporation)
YHSSA (Yellowknife HSS Authority)
BDHSSA (Beaufort-Delta HSS Authority)
HRHSSA (Hay River HSS Authority)