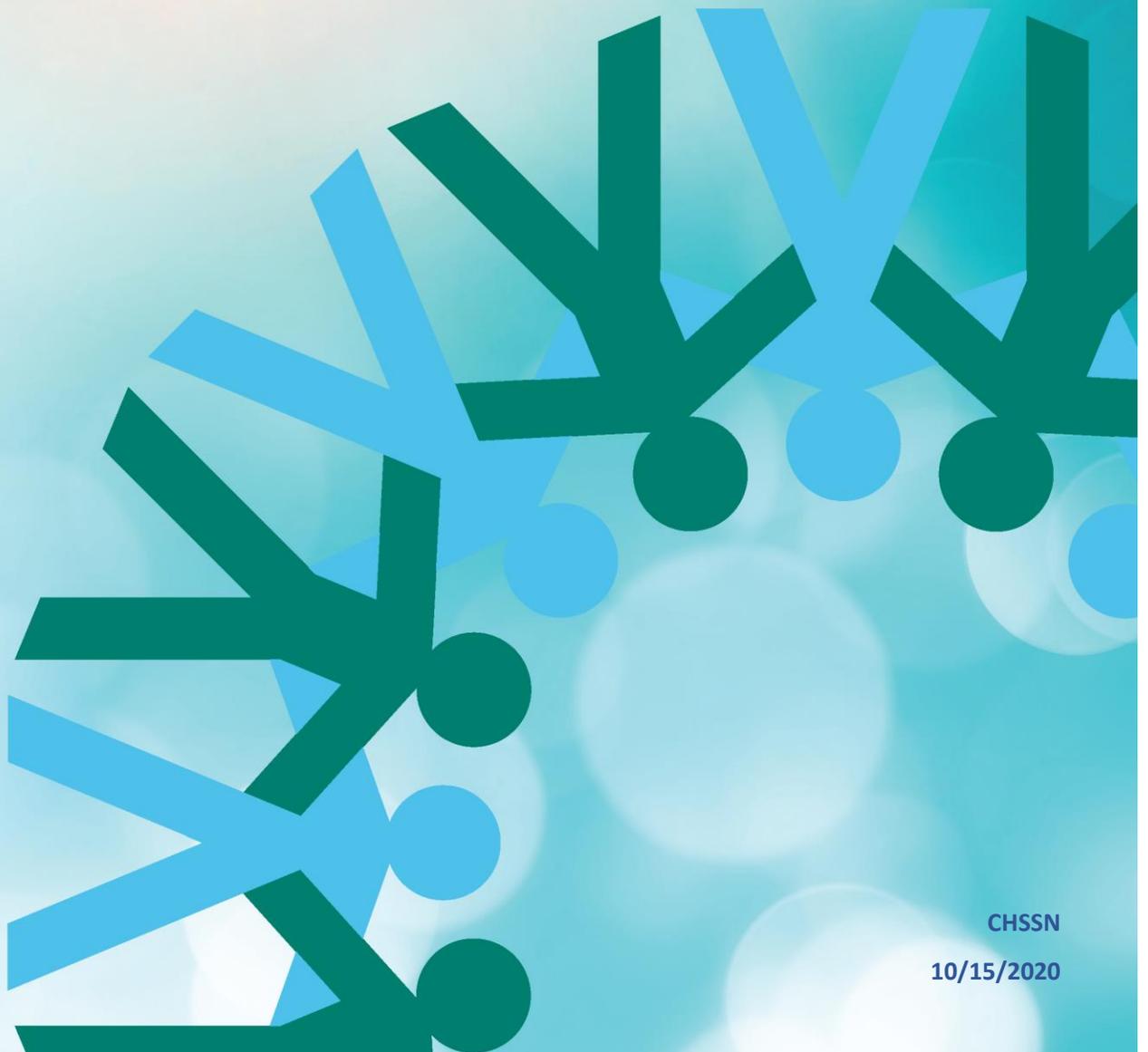


Annual Report

2019-2020



CHSSN

10/15/2020

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Letter from the President

What an extraordinary year!

With barely two weeks until the end of 2019-2020, COVID-19 was suddenly upon us in Quebec with lockdowns, social distancing, and the fear that was engendered by the pitiless, deadly virus.

Our partner networks responded rapidly and brilliantly. Public health authorities across the province turned immediately to them not only as established, trusted partners but as essential services in the face of the pandemic.

Those of us who have watched our communities take more and more responsibility for the health and well-being of their people over the years may never have imagined how important CHSSN and the networks it has nurtured and supported could become.

2020 also marks the 20th anniversary of the founding of CHSSN. COVID-19 upset our plans to celebrate this milestone, but it's hard to imagine a better way to highlight the success of twenty years of hard work than what we have seen in 2019-2020. I suspect that even the most enthusiastic founders of our organization have been surprised by how important CHSSN and the networks it has nurtured and supported have become for the well-being and vitality of our communities.

But even before the arrival of COVID-19, 2019-2020 was an outstanding year for CHSSN. Thanks to continuing strong volunteer and staff leadership, CHSSN consolidated existing programming, built exciting new partnerships, enriched our evidence base about our communities, and managed well the inevitable community politics that attend an issue as important as the provision of health and social services for our communities.

Our relationship with Health Canada went from strength to strength this year as we demonstrated yet again that we are the most effective channel for federal dollars supporting the vitality of Quebec's official language minority through better access to health and social



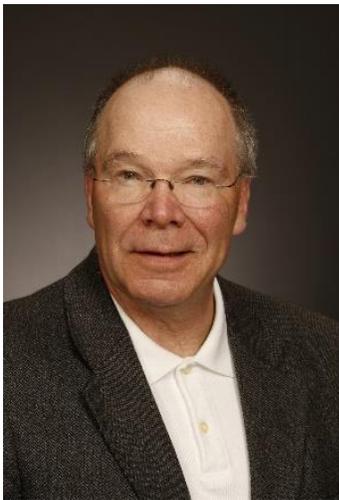
services. We are particularly pleased that they supported mental health programming through enhanced funding.

Our work with the Government of Quebec primarily through the Ministère de la Santé et des Services sociaux and the Secretariat for Relations with English-speaking Quebecers became even closer and more successful. The government's confidence in our ability to deliver on major community-based projects like ERCC was reinforced this year.

New partnerships and funding relationships with the Lucie and André Chagnon Foundation and the Public Health Agency of Canada showed an impressive capacity to grow our financial base beyond existing sources and are a testament to CHSSN's solid reputation for responsible use of public and private dollars aimed at improving the lives of all Quebecers and Canadians.

And our move into areas of concern like mental health, early childhood development, suicide prevention, and youth employment show that we are able to rise to the challenge with our network partners.

To all our community, organizational, and government partners, thank you for another impressively very successful year.



Ron Creary
President, CHSSN



Letter from the Executive Director

As 2019-2020 came to a close, never have I been as proud of the volunteers, the staff, and our NPI partners and that is saying a lot for someone who has been regularly amazed by what our people have accomplished over the years.

When regional public health authorities turned quickly and easily to our networks as the coronavirus spread, the results of years of CHSSN's hard work with our community partners suddenly showed our NPIs for what they have become – essential services integrated into the wider public health system.

No one understands our communities better; no one has deeper roots and stronger tendrils running through our communities; no one is more trusted by our communities about health matters than the NPIs. So of course, public health leadership would turn to them in a crisis.

March 2019 was the surprising culmination of a remarkable year where we also expanded programming, addressed deep public issues, served our networks and our communities better and better, especially those members of our communities who are most vulnerable.

Seniors, children aged 0-5, individuals and families struggling with suicide, mental health sufferers are all better served at the end of 2019-2020 than at the beginning. We have consolidated and expanded our geographic reach and our programming depth in health and social services but also in youth employment and other community vitality issues and indicators. Of particular note are new or enriched partnerships with the Lucie and André Chagnon Foundation, the Public Health Agency of Canada, and the Secrétariat à la Jeunesse.

Inevitably, the COVID-19 crisis has meant that some programming has been put aside to deal with the public health emergency; we are grateful for the understanding and flexibility that our funding partners have displayed as our networks juggle new responsibilities with established commitments.



Also to be revisited is the gala celebration we had started planning to mark CHSSN's 20th anniversary in November 2020. We intend to recognize and honour the key leaders across the province whose vision, dedication, and creativity have allowed us to build our remarkably successful community development organization.



To support our networks, build partnerships, and manage effectively this burgeoning reach and programming, we have ourselves expanded at CHSSN. I invite you to take a look at the staff photo in this Annual Report. They, along with staff and volunteer leaders in our networks and member organizations, are the ones most directly responsible for our success in 2019-2020. It is an honour and a pleasure to work with them.



Jennifer Johnson
Executive Director



1. NPIs – Networking with Partners to Improve Access across Quebec

CHSSN's Networking and Partnership Initiative (NPI) is a program designed to support Quebec's minority English-speaking communities in improving and maintaining access to the full range of health and social services in English through cooperation and partnership with the public health and social services system. It employs the CHSSN Community Mobilization Model as a framework for local leadership development, needs assessment, partnership creation, and action. Funding for this program is provided by Health Canada through the Official Languages Health Contribution Program (OLHCP).

2019-2020 has been a year of extensive expansion of the reach of NPIs into underserved regions of the province, especially in the Montreal area. In addition to the ongoing support and enhancement of 23 community health networks (NPIs) and the 12 established satellite offices, three new NPI development projects in the Montreal area were initiated in 2019-2020: CISSS Montreal Ouest de-l'Île with ACDPN, CISSS Montreal Nord-de-l'Île with REISA, and CISSS Montreal Centre Ouest with a new partner NDG Senior Citizens Council (NDGSSC).

Major NPI retreats were held in October 2019 and March 2020 with training sessions on influencing healthy public policy, leadership and partnership development, seniors Isolation and mental health, program evaluation, action research and early childhood (HEY) strategies. These retreats also allowed for the distribution and discussion of sociodemographic profiles especially for seniors as well as opportunities to partner with AQPS suicide prevention campaigns. A new youth profile and needs assessment for the 15-29 age group developed for Gaspésie was reviewed as a possible template for use in other regions. The Community Health and Social Services Priorities Committee (CHSSPC), representing the 23 NPI organizations and the CHSSN, met with Health Canada at the NPI October Retreat.



Figure 1 NPI retreat at Lac Delage October 2019

Importantly, the CHSSN application for Healthy Early Years (HEY) funding of \$1,275,750 for 2019-2022 from the Federal government was approved, the Contribution Agreement was signed, and all NPIs invited to apply for program funding. As a result, 16 NPIs began participating in the HEY program in 2019-2020.



In other good news, CHSSN has been supporting the development of Seniors Wellness Centres for the English-speaking population and underlining their importance for a number of years, and was extremely gratified of the recent announcement of the Quebec Government to provide funding support for Senior Wellness Centres for the English-speaking population.

Further activity in community support programming with NPI funding included the development of knowledge products that support local NPI activity. This featured the revision of the CHSSN Seniors Well-being Framework, the dissemination of CHSSN’s provincial and regional 0-5 socio-demographic portraits series, and the latest version of the CHSSN-CROP survey on access to health and social services in English. New resources for the NPI network included two community development frameworks provided by TAMARACK – “Turf, Trust and Collaboration” and “Collaborative Governance Structures”. The CHSSN translated FADOQ’s seniors outreach tool kit, the “Careers in the Health and Social Services” guide created by Townshippers’ Association, and a newly purchased “Aging and Mental Health” training package. As always, these knowledge enhancement efforts were backed up with extensive site visits with NPIs across the province and hands-on support for NPI expansion projects in Montreal.



Figure 2 CHSSN Reports on the Website

A third key NPI activity is the development of health information and tools. Here, CHSSN’s ongoing focus on issues of mental health was apparent. In collaboration with the Canadian Mental Health Association – Quebec Office, training and knowledge transfer to NPIs to improve mental health promotion information and resources available was undertaken. Similarly, CHSSN worked closely with the Association Quebecois de prevention du suicide to offer to NPIs resources and strategies to improve access to suicide prevention services in their communities.

The CHSSN Community Health Education Program (CHEP), offered annually, provides health promotion to English-speaking communities via video conferencing to the NPIs through the RUIS (McGill) Telehealth system. In 2019-2020, 20 NPI community networks from across the province hosted CHEP video conferences and/or CHEP DVD viewing sessions.

Eight hundred or so participants attended the 8 CHEP video conferences. The topics presented were: Staircase to Senior's Services; Better Bowel Health; Seniors' Loneliness and Social



Isolation; Flu and Other Vaccines; Organ and Tissue Donation in Quebec; Diabetes; January Blahs ...Or is it Depression; and, Women's Heart Health.

CHEP-edited VCN recordings enabled NPIs to show CHEP session DVDs as an alternative or addition to the live sessions. Eleven networks reported showing 41 CHEP DVDs on 21 different topics to a total of 642 community members.

Networks were also invited to access the Cummings Virtual Learning library and sessions again this year, as a result of a partnership between the CHSSN and the Cummings Centre. These sessions are offered either as group activities, or to seniors in their own homes.

The CHSSN-continues to support the Quebec Community Health and Social Services Foundation's Patient Navigator service. The service aims to improve the experience of English-speaking patients from parts of Eastern Quebec who must travel to Quebec City for specialized health services and it works closely with the NPIs in those regions. The Patient Navigator assists them in moving through the often-complex health care system.

Residents of the Gaspésie, the Magdalen Islands, the North Shore and the Lower North Shore are the most represented among the patients who have traveled to the Quebec City region for health services during the past year.



Figure 3 Patient Navigator Steve Guimond (left) with Stephanie Gallan



2. Adaptation of Health and Social Services

CHSSN's initiative to adapt health and social services is supported by an investment from Health Canada and is accomplished in close partnership with the Ministère de la Santé et des Services sociaux (MSSS).



Figure 4 CHSSN President Ron Creary (far left), Executive Director Jennifer Johnson (second left) and Executive Director of CASA, Cathy Brown (center right) met with Health Minister Danielle McCann (center left), Minister for Seniors and Care Givers, Marguerite Blais (second to right) and Minister Delegate for Health and Social Services Lionel Carmant (far right)

The program is well established with public partners and moved smoothly ahead in 2019-2020 with a particular focus this year on mental health initiatives thanks to supplemental funding from Health Canada for this important enhancement of our Adaptation work. CHSSN and its community health networks were particularly encouraged by the interest of CISSS and CIUSSS leadership in the evidence base that CHSSN has developed with surveys and socio-demographic analysis of population numbers and needs across the province. This knowledge base and these close partnerships with public authorities allowed rapid and effective development of a number of local mental health initiatives when resources became available during the year.

NPIs continue to participate in Adaptation projects in close collaboration with local with CISSS/CIUSSS and a new Adaptation link was made in 2019 between the CIUSSS du Saguenay-Lac-Saint-Jean and the local NPI, ECO-02. Also worth noting is a CRSSS de la Baie-James partnership involving a First Nations community that began this year.

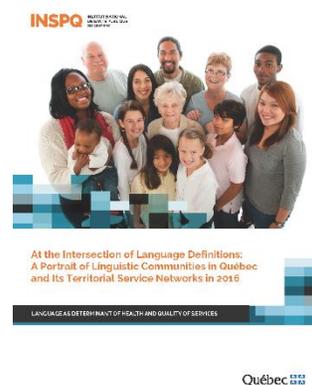


3. Enhancing Knowledge of Health Status and Well-Being

The CHSSN Knowledge Development program is funded by Health Canada’s OLHCP to carry out studies, analyses, and research to establish an evidence-base and to improve understanding of the health status and well-being of English-speaking Quebecers.

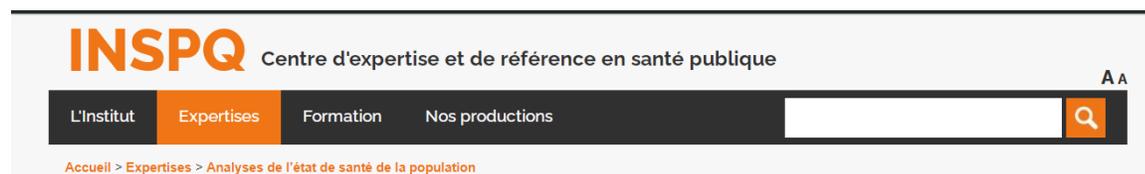
In 2018-2019 CHSSN developed and began the implementation of a 2018-2023 Contribution Agreement with the *Institut national de santé publique du Québec* (INSPQ). One major INSPQ report was released by CHSSN in 2019-2020 as part of its Knowledge Development program and a second research paper has been initiated.

The first report, “At the Intersection of Language Definitions: A Portrait of Linguistic Communities in Québec and Its Territorial Service Networks in 2016,” is published and available on the INSPQ web site in French and English. It offers a better understanding of the population served in each territorial resource network in Quebec.



The second report, “Health Profile of Quebec High School Students by Linguistic Community: a Closer Look at the Mental Well-Being and the Social Adaptation Problems” was submitted and accepted for investigation by the *Centre d’Accès aux Données de Recherche de l’ISQ* is based on the data of the *Enquête québécoise sur la santé des jeunes du secondaire*. The study explores health disparities among high school youth in Quebec, based on their linguistic community. Particular attention is paid to mental health and wellbeing, as well as certain behaviors linked to social adaptation problems.

In 2019-2020, the INSPQ created a website dedicated to the dissemination of studies on the health disparities between linguistic communities in Quebec:



These published studies are also now disseminated through the Quebec English-Speaking Communities Research Network (QUESCREEN). Several partners from the public health and the



health and social services network at the regional level have used these studies to inform their provision of services. This work also attracted the attention of the media and helped put the issue of health inequities for English-speaking communities on the larger political agenda.

CHSSN expanded its network of government and university research partners in 2019-2020. This included a new collaboration with the *Institut de la statistique du Québec (ISQ)*. ISQ finalized a Health Canada–CHSSN financed analysis of the situation of English-speaking children as reflected in the *Enquête québécoise sur le développement des enfants à la maternelle* and presented the results to CHSSN partners and interested government departments in Quebec City in November 2019 and twice more in Montreal at later dates in partnership with QUESCEN. The report is also available online in French and English.



This initiative has increased ISQ's awareness of Official Language Minority Community realities in Quebec and CHSSN has been asked to participate in expanding another ISQ survey to include the ES population in 2021.

CHSSN's international links are also deepening. A researcher from Åbo Akademi University, Finland, visited Quebec in October to exchange with researchers looking at OLMC issues.



Figure 5 CHSSN Executive Director Jennifer Johnson (centre left) and QUESCEN Executive Director Lorraine O'Donnell (left) with the two researchers from Finland, Fredrica Nyqvist (far right) and Marina Näsman (centre right) at an exchanges session with researchers and community leaders at Concordia University



4. Early Childhood Health Promotion and the Public Health Agency of Canada

In 2019-2020, the CHSSN received 3-year funding from the Public Health Agency of Canada (PHAC) in order to implement community-based early childhood health promotion programming. This program is referred to as the *Healthy Early Years Initiative* (HEY) and aims to support English-speaking children and families facing conditions of risk.

Community-based initiatives are being designed and implemented with NPIs taking the lead locally to ensure maximum buy-in and participation. Projects are also designed to meet local realities and needs by taking into consideration culture, geography, gender, language, and socio-economic status.

In addition to supporting NPIs to implement local early childhood programming, the CHSSN collaborated with the Ministry of Education, SRQEA, LCEEQ, LEARN and Literacy Quebec in hosting an Early Childhood Symposium. The symposium was held in November 2019 with 250 participants in attendance.



Figure 6 HEY Project at AGAPE in Laval

A variety of training and support offerings are also provided to NPIs to ensure successful implementation of local projects. The creation of a “community of practice” further supports project leads by sharing information and experiences among partners.



Figure 7 Planning Committee for the successful Early Childhood Symposium



5. Bright Beginnings Supported by the Lucie and André Chagnon Foundation



CHSSN partnered with the Lucie and André Chagnon Foundation in early 2019 to share the benefits of the Foundation’s vision for Quebec as “a supportive, equitable and inclusive society that enables every child and every family to realize their full potential and play an active role in society” with English-speaking communities in all regions of the province. This five-year, \$3.8 million commitment is designed to support networking, representation, outreach and partnership development related to children, youth, and families with a particular focus on increasing access to services through collaborations with francophone partners.

NPI networks receive money to foster and develop partnerships with local stakeholders to improve access to early childhood, youth, and family services. A flexible approach to implementing projects has been adopted allowing NPIs to adapt projects according their local realities and needs. Some NPIs use the funds directly or redistribute them to third parties for the implementation of networking and collaboration projects to support vulnerable English-speaking children and families.



Figure 8 CHSSN Staff with representatives from the Lucie and André Chagnon Foundation Mathieu Forges (far right) and Valérie Pelletier

In collaboration with the Ministry of Education, the Secretariat for Relations with English-speaking Quebecers, LCEEQ, LEARN and Literacy Quebec, CHSSN hosted a very successful Early Childhood Symposium with 250 attendants in February 2020. The event allowed extensive networking between key players in 0-5 programming and community representatives leading to greater representation of the English-speaking community in provincial efforts on behalf of the well-being of children. An increase in mobilisation around English-speaking children, youth and families can be seen among stakeholders.

A formal work plan was developed with the *Regroupement pour la valorisation de la paternité* (RVP). This project, financed in conjunction with the Ministère de la Famille, has allowed the RVP to hire a resource person dedicated to supporting networks across Quebec to better reach dads. 4-Korners and CHSSN staff participated in the RVP’s Su-père conference where they cofacilitated a workshop on the profile of English-speaking dads.





Figure 9 NPI Participants who attended the Early Childhood Symposium

Discussions and networking opportunities undertaken this year included contacts with: *Fédération Québécoise des Organismes Communautaires Famille (FQOCF)*, *Observatoire des tout-petits*, *Association des haltes-garderies du Québec*, *Réseau québécois pour la réussite éducative*, *Maisons Oxygènes*, *Réseau des centres périnatales du Québec*, *Naître et Grandir*, *Carrefour action municipale et famille* and *Réseau pour un Québec Famille*.

As a result of our new relationships, *Naître et Grandir* has translated four of its tools into English and will create one English language special-edition magazine each year for the next 3 years. The content of these special-editions are specifically tailored to English parents' interests and needs.

The success of the program as well as its innovative mobilisation model has caught the attention of our funders. They have therefore approached the CHSSN to create a promotional video of our approach to community development through the Bright Beginnings Program. The video will be inaugurated in November 2020. Stay tuned!



6. New Provincial Program to Enhance Regional Community Capacity (ERCC)



CHSSN's partnership with the *Secrétariat aux relations avec les Québécois d'expression anglaise* (the Secretariat) to implement the first phase of ERCC continued in 2019-2020. The project is designed to support organizations serving English-speaking communities, enhancing their ability to participate fully in Quebec society, bolstering the capacity of their organizations to meet community needs and work in collaboration with the

Quebec Government at all levels (local, regional and provincial). The partnership agreement runs for three years (2018-2021) with a \$5.7 million budget.

Central elements for the project are to:

- broaden the territorial scope and services of regional English-speaking organizations through development of satellite points of contact;
- support organizations to diversify their mandates to non-health and social services sectors and respond to community needs;
- support the translation of key documents;
- increase the capacity of these organizations to represent their needs and increase contact and relationship with government and community stakeholders.



Figure 10 ERCC Retreat, Lac Delage, February 2020



Key achievements for 2019-2020 include:

- the establishment of 16 Satellite offices and 17 Mandate expansions involving 23 ERCC-NPI organizations and 1 provincial partner;
- a first CHSSN-sponsored ERCC event for knowledge development and organizational performance reinforcement in the Magdalen Island with 27 participants;
- an ERCC Newsletter featuring project descriptions by organization and region. The first edition posted on the CHSSN Website. In addition, CHSSN's website was updated to include ERCC projects description and an ERCC Map.
- knowledge development documents including tools produced by ERCC-NPI organizations have been made available on CHSSN's website.
- site visits to ERCC Community organizations to explore issues of community leadership and social innovation and to train leaders in the CHSSN Enhancing Regional Community Capacity (ERCC) Development Model including development of best practices, board development, and employee recruitment and retention.

Twenty-seven leaders involved in the ERCC initiative participated in a unique community training experience held in the Magdalen Islands in the summer of 2019. The training was designed after a community learning lab approach which increases knowledge sharing, collaboration and holistic systems thinking as a way to enhance and spark social innovation ideas and approaches.



Figure 11 Participants at the ERCC summer leadership training and exchange event in the Magdalen Islands

Participants had the opportunity to visit and learn first-hand about another English-speaking community's projects and initiatives including their unique characteristics, assets and challenges. Participants



documented and then presented their perspectives on resolving long-term and systemic issues facing the English-speaking community on the Magdalen Islands to key leaders and stakeholders of the region. The training was also designed for participants to reflect on how their learning's may impact and apply to your own community development practice and regional realities. The Council for Anglophone Magdalen Islanders (CAMI) hosted the event in collaboration with CHSSN and CAMI's executive director Helena Burke explains that "it was also very informative for our organization and regional and local partners as we benefitted from hearing outside perspectives and ideas from leaders from across the province". Community leadership training is an important aspect of the overall ERCC initiative and more training experiences similar to this will be planned in the future.



Figure 12 Outdoor workshop at the 2019 ERCC Summer Training Program

ERCC-sponsored programming was responsible for more than 119 documents translated, 21 tools such as websites and newsletters translated, participation by English-speaking organizations in 88 local and provincial tables and committees, 233 meetings with local and regional leaders, 122 new volunteers and over 100 new partnerships.

A major ERCC Retreat was held in Lac Delage February 2020 with guest speakers from the Secretariat including Christopher Skeete, Parliamentary Assistant to the Premier for Relations with English-Speaking Quebecers, as well as workshops from provincial organizations of interest to ERCC participants like *Éducaloi* and *Centres Jeunesse Emploi*.





Figure 13 Fireside panel discussion (left to right) William Floch, SRQEA, MNA Christopher Skeete, Éric Jabbari, Conseiller politique, and, Jennifer Johnson

ERCC also supported an important extension of youth employment programming, coordinated by CHSSN, to establish pilot projects with 4Korners, ECOL, MWCN, REISA, and VEQ to facilitate the integration of English-speaking Youth into the Quebec labor market using best practices from other regions of Quebec in close collaboration with their local *Centre Jeunesse Emploi*.

CHSSN also supported Coasters this year in planning for an ERCC-sponsored “Coastal Summit” on the Lower North Shore. Unfortunately the arrival of COVID 19 forced the postponement of this event to next year.



Figure 14 Visiting the National Assembly with MNA Christopher Skeete and several NPI representatives



7. Le Secrétariat à la jeunesse

In March 2019, the *Relier les jeunes d'expression anglaise à l'offre provinciale des services d'employabilité et de ressources en matière d'emploi* project was renewed for a second phase, to conclude in March 2021.

The project is being financed by the *Secrétariat à la jeunesse du Québec* with additional funds from the *Secrétariat aux relations avec les Québécois d'expression anglaise* doubling resources and allowing for the addition of six new groups.

Phase 2 continues to pursue the overarching objective of integrating English-speaking youth into the Quebec workforce by: 1) expanding the capacity of CJE's, and, in the case of CASA, in-house employability services to serve English-speakers; and 2) building awareness of the CJE's among English-speaking youth.



Figure 15 MWCN SAJ Project

In Phase 2, Townshippers' Association and CASA have been joined by six new project participants NSCA, 4 Korner's, ECOL, MWCN, REISA and VEQ. The geographic territory included in the *Relier les jeunes d'expression anglaise à l'offre provinciale des services d'employabilité et de ressources en matière d'emploi* project has also been significantly expanded.

An evaluation document for Phase 1 of the project was prepared by Sunita Nigam (Ph.D.) for CHSSN in June 2020; it concludes:

Despite the diversity of factors affecting the employability of English-speakers across participating regions, it is possible to derive some general conclusions about this population. For example, it is possible to say that English-speaking youth throughout Quebec face unique challenges compared to their French counterparts related to employment and employability. These challenges can be explained in part by the difficulty of seeking employment in one's second language. It can also be partly explained by the challenges often involved in working in one's second language, including: a lack of linguistic and cultural skills; a lack of personal and professional confidence; the possibility of discrimination in the workplace; and, in many cases, the lack of sufficient professional and psycho-social support (or awareness of the existence of this support when available) to assist English-speakers to improve their abilities and experiences as workers.



8. Budget 2019-2020

Community Health and Social Services Network

Statement of operations

[Appendix I]

Year ended March 31,

	2020	2019
	\$	\$
Revenues		
Grants		
Network and Partnership Initiative Project ["NPI"]	4,375,452	4,199,787
Adaptation of Health and Social Services ["Adaptation"]	1,310,581	1,233,538
Enhancing of Regional Collectivity Capacitise ["ERCC"]	2,336,697	742,685
Enhancing Knowledge of the Health of English-speaking communities ["Knowledge"]	230,000	385,000
Secrétariat à la Jeunesse ["SAJ"]	150,000	142,262
Fondation Lucie et André Chagnon ["FLAC"]	1,235,166	323
Public Health Agency of Canada [PHAC]	320,368	—
	9,958,264	6,703,595
Expenses		
Regional allocations	7,754,029	4,959,296
Salaries and honoraria	1,327,449	940,936
Crop survey	—	19,797
Retreat	261,562	204,405
Mental health initiative	330,000	105,000
Travel and expenses	100,020	55,146
Publicity	24,590	37,469
Rent	37,551	32,132
Other	19,227	272,813
Utilities	26,478	21,167
Materials and supplies	40,730	12,883
Insurance	7,440	10,588
Videoconference	10,000	10,000
Board meetings	7,182	9,758
Professional fees	9,050	9,382
Bank charges	2,956	2,823
	9,958,264	6,703,595
Excess of revenues over expenses	—	—



9. CHSSN Staff

Left to Right

Anne-Marie Cech: Program Manager

Nathalie Lokoka: Program Coordinator

Jennifer Cooke: Program Manager

Steve Guimond: Patient Navigator

James Carter: Program and Policy Advisor

Brenda Edwards: Program Manager

Jennifer Johnson: Executive Director

Laura-Lee Bolger: Administrative Assistant

Russell Kueber: Program Manager

Denis Dussault: Financial Director



10. CHSSN Funding Partners



**Secrétariat aux relations
avec les Québécois
d'expression anglaise**

Québec 



**Secrétariat
à la jeunesse**

Québec 



