

GIISHKAANDAGO'IKWE

HEALTH SERVICES

ANNUAL REPORT

2025-2026

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MINO AYAWIN

GOOD HEALTH

MISSION

We are a leader in innovative health care guided by the Grandfather and Grandmother teachings of the Anishinaabeg inspiring knowledge, strength, and empowerment for the purpose of lifelong mino ayawin (good health).

VALUES

Wisdom



Nibwaakaawin

Truth



Debwewin

Respect



Manaaji'idiwin

Love



Zaagi'idiwin

Humility



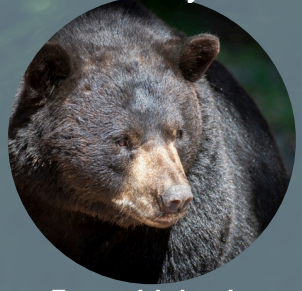
Dabasendizowin

Honesty



Gwekwaadiziwin

Bravery



Zoongide'ewin

Forgiveness



Boonendamowin

BOARD OF DIRECTORS

Carl Big George

Anishinaabeg of Naongashiing

Carrie Boshkaykin



Chima'aganing

Earl Klyne

Couchiching

Carrie Atatise-Norwegian



Gakijiwanong Anishisnaabe Nation

Marcel Medicine-Horton

Manidoo Baa Witi Gong

Mariah Morrison



Mitaanjigamiing

Deborah Ludeman



Musk-kosiminiziibing

Wayne Smith



Naicatchewenin

Garry Windego



Nigigoonsiminikaaning

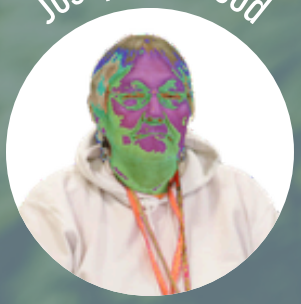
Clarissa Kelly



Ojibways of Onigaming

ELDERS ADVISORY
COUNCIL

Josephine Wood



Anishinaabeg of Naongashiing

Mike Kabatay



Chima'aganing

Florence Yerxa



Couchiching

Margaret Ottertail



Gakijiwanong
Anishisnaabe Nation

Mooki Morrison



Manidoo Baa Witi Gong

Edna Morrison



Mitaanjigamiing

Shirley Atwell



Nigigoonsiminikaaning

Dennis Smith



Naicatchewenin

Hazel Copenace



Ojibways of Onigaming

HONOURING THE LIFE OF

FLORENCE YERXA



It is with heavy hearts that Giiskaandago'Ikwe Health Services wishes to remember and honour our dear friend Florence Yerxa.

Florence generously shared her wisdom, teachings, and guidance with all of us as a member of our Elders Advisory Council. Through her kindness, patience, and unwavering commitment to supporting others, she helped strengthen our understanding of Anishinaabe culture, traditions, and ways of knowing. Her contributions have left a lasting impact on our organization and the many lives she touched. We are deeply grateful for the time, knowledge, and teachings she shared with us and we will miss her dearly.

We extend our heartfelt condolences to Florence's family, friends, and all those who were privileged to know her. May we honour her memory by carrying forward the values, teachings, and spirit she shared with us.

Apane go giga-kwiinawenimigoo

Until we see you again, we will always miss you

CORPORATE MESSAGE

Deb Ludeman & Kayla Caul-Chartier

Board Chair **Chief Executive Officer**

As we reflect on the 2025–2026 fiscal year, we are filled with gratitude and pride for all that has been accomplished together. This year has been one of continued growth, collaboration, and meaningful progress as we remained focused on our shared vision, supporting healthier individuals, families, and communities through culturally grounded, high-quality care.

Our five-year Strategic Plan continues to serve as the foundation for our work, guiding every decisions through our four strategic directions. Together, these priorities ensure that we remain focused on meeting the evolving needs of our communities while honouring our commitment to providing high-quality, compassionate, client- and family-centered health and wellness services that embody Anishinaabe customs, values, and traditions.

Throughout the year, we continued to strengthen our connection with our clients families, and communities we serve. We recognize that listening is essential to providing meaningful and responsive care. As a result, we enhanced the ways we gather feedback from clients, families, and community partners, ensuring their voices continue to shape the programs and services we deliver today and into the future.

We also remained committed to continuous quality improvement and accountability as preparations continue for our upcoming Accreditation survey. This important work reflects our ongoing commitment to excellence, safety, and delivering services that meet the highest standards while remaining culturally responsive and community driven.

Looking toward the future, we continued to advance one of our organization's long-term priorities; a single-site facility that will better support integrated, accessible, and collaborative service delivery. Recognizing the importance of this initiative, the Board of Directors established a dedicated Capital Planning Working Committee to help advance this significant project. Their leadership and commitment represent an important step toward realizing a facility that will strengthen our ability to serve our communities for generations to come.

None of these accomplishments would have been possible without the collective efforts of many dedicated individuals. We extend our sincere appreciation to our Board of Directors for their vision, governance, leadership, and unwavering

commitment to our mission. We are equally grateful to our Anishinaabe communities, community partners, Elders, and stakeholders for their continued trust, collaboration, and partnership as we work together to achieve our vision of Mino Ayawin (Good Health).

Most importantly, we offer our deepest gratitude to our exceptional staff. Every day, their compassion, professionalism, resilience, and dedication make a meaningful difference in the lives of those we serve. Their commitment to providing culturally safe, compassionate, and person-centered care is the heart of our organization and the reason we continue to grow stronger together.

Miigwech to everyone who has contributed to another successful year. As we look ahead, we remain committed to walking alongside our communities, honouring Anishinaabe teachings, embracing opportunities for growth, and continuing to build a healthier future for the generations to come.

MIIGWECH



CORPORATE COMMITTEES

Occupational Health & Safety

Significant progress was made this year to strengthen workplace health and safety through legislative compliance, risk assessment and continuous improvement initiatives.

A comprehensive Workplace Violence Risk Assessment was also completed, including employee consultation through a survey, review of findings with leadership, development of an action plan to address identified risks and opportunities, and communication of the results and recommendations back to employees through a finalized report.

A Safe Travel Working Group (STWG) was established to undertake a comprehensive review of travel related policies, procedures and practices. Comprised of employees, managers and directors from across the organization, the STWG evaluated existing travel practices and developed recommendations to strengthen employee safety while traveling for work. The review resulted in enhancements to travel related policies, procedures and resources, including:

- installing winter tires on designated vehicles for travel on bush roads;
- improvements to emergency equipment and travel resources;
- updates to policies and procedures;
- review of internal GPS systems and testing of a new system

The STWG final report, including additional recommendations and implementation priorities will be completed in the 2026-2027 fiscal year.

Infection Prevention & Control

The Infection Prevention and Control (IPAC) Committee was highly engaged and active in 2025-2026 toward advancing infection prevention, employee and client safety and continuous quality improvement across Giishkaandago'Ikwe Health Services. Members were actively involved in reviewing policies and educational resources, completing and evaluating audits, identifying opportunities for improvement, and implementing practical changes based on audit findings and current infection prevention guidance. This collaborative approach has ensured IPAC remains an organizational responsibility supported by employees across programs and services.

Key Accomplishments

STANDARDIZATION OF CLEANING AND DISINFECTANT PRODUCTS

- A key work plan initiative for 2025-2026, the committee effectively standardized the use of disinfectant wipes across all organizational settings. Further standardization for consistent cleaning and disinfection practices will continue in 2026-2027.

EMPLOYEE EDUCATION AND HAND HYGIENE RESOURCES

- A Working Group was formed to review and update the corporate Hand Hygiene Training program. This work ensures that employees will not only continue to receive consistent hand hygiene training, but will allow for current audit date and improvement areas to be incorporated, reinforcing the importance of hand hygiene as a fundamental component of safe practice. 2026-2027 will see this work expand with an enhanced training program in development.

AUDIT AND QUALITY IMPROVEMENT ACTIVITIES

- The Committee maintained an active audit program throughout the fiscal year, including Direct Observational Hand Hygiene Audits, Hand Hygiene Resource Audits, Blood and Bodily Fluid Kits, and the Annual completion of the Public Health Ontario Infection Prevention and Control (IPAC) Checklist for Clinical Office Practice. Audits were used not simply to measure compliance but to identify opportunities for improvement and guide follow-up actions.

- **Strong audit performance**: Direct Observational hand hygiene audits were completed with 115 employees and achieved 97% overall compliance, exceeding the Committee's employee observation target by 16% and demonstrating strong adherence to IPAC practices. The Clinical Office Checklist audit showed **7 OUT OF 10 SITES were 100% fully compliant** across 18 categories for review and identified two non-compliance or areas of improvement across three sites. Since implementing the annual checklist in 2023 we have seen an 89% reduction in non-compliance areas year over year from 18 areas of non-compliance to two in our last audit.

- **Audits driving quality improvement:** Hand hygiene resource and Blood and Bodily Fluid Spill Kit audits identified opportunities for improvement that resulted in **corrective actions, strengthened audit tools, and updated policies and monitoring processes.**

GLOBAL HANDWASHING DAY

- **Global Handwashing Day** was observed on **October 15, 2025.** Activities and presentations were scheduled and led by **COHI and CFI,** with age-appropriate sessions delivered in the Federal schools to promote proper hand hygiene practices. Social media content was also shared to support awareness and education efforts. In addition, a dedicated and engaging hand hygiene presentation was delivered during the fall **All-Staff Meeting.**

Cultural Committee

A Cultural Committee was established during 2025-2026 to support the ongoing integration of Anishinaabe culture, teachings, language, and values throughout our programs and services. The committee has been working collaboratively to develop its Terms of Reference and membership list, which will guide its purpose, structure, and priorities moving forward.

As the committee evolves, its focus will include strengthening cultural safety, supporting employee cultural learning and development, promoting the integration of traditional knowledge and practices, and providing guidance on culturally grounded approaches to service delivery. The committee will also play an important role in coordinating activities and events identified as opportunities to further embed Anishinaabe teachings and perspectives throughout the work we do, ensuring culture remains at the heart of the work we do.







Medication Management

The Medication Management Committee continues to act as a support to ensure that medication use is safe and effective across all areas of the organization. Over the past year this committee has had the opportunity to review the medication policy and procedure manual created last fiscal and make changes as needed to improve upon the usefulness of this manual.

Key areas of improvement noted from this review will be worked on over the coming year, including enabling client self-administration within our MATW treatment program, better managing stock medications, and improving upon medication transportation, with a focus on meeting the accreditation standards for our upcoming review in 2027.

Quality Improvement

The Quality Improvement Committee is excited to share accomplishments from our 2025-2026 Quality Improvement and Client Safety Plan:

- With our commitment to improving our feedback and engagement processes, this year our Communications Coordinator has successfully revamped our feedback brochures: "Your Experience Counts".

- Our Corporate Training and Development Coordinator has been providing training opportunities to all employees, such as Non Violent Crisis Intervention, Mental Health First Aid, First Aid and Basic Life Saving, Applied Suicide Intervention Skills Trainingtraining.

- With strong efforts to remain invested in the continued development and well-being of Giishkaandago'Ikwe Health Services employees, our organization implemented a new salary scale across the organization.

The Quality Improvement Committee has also finalized the Quality Improvement (QI) reporting matrix, which will strengthen opportunities for cross-program collaboration and sharing of QI initiatives across the organization. As we move into the 2026-2027 year, the Quality Improvement Committee will meet quarterly to review operational and strategic QI priorities, Corporate Committee updates, incident reporting trends as well as client feedback and engagement, to support continuous Quality Improvement.

MIIGWECH









CORPORATE HIGHLIGHTS

Pride 2025

Our Pride planning committee hosted a Pride event at the ‘52 Canadians Arena on June 2, 2025. The event was opened with our drum, Aazhawii Giizhiik and featured a variety of speakers that shared their lived experiences.

Team members from each program were present to give information about services provided. Attendees enjoyed a free grab and go lunch, a photo booth and a tie dye station. Along with a bouncy castle and treat truck, there was something for everyone.

Miigwech to all that attended and made the event possible.







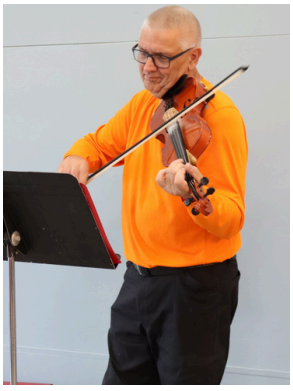
Survivor’s Dinner



On September 29, 2025 the Second Annual Survivor’s Dinner was held at the Nanicost Gym.

Survivor’s of Residential Schools were invited to gather and attend a fish fry with entertainment provided by fiddler Jeff Lehman.







Orange Shirt Day

On September 30, in partnership with many local organizations, we gathered with community, friends and family to honour Orange Shirt Day – a time to remember that Every Child Matters, to honour the Survivors, and those that did not make it home.

Through stories, songs, and sharing, we walked together in reflection, healing, and hope.







The day began with a Sunrise Ceremony lead by Elder Josie Wood. After various speakers shared their stories in the late morning, a gathering of over 1,000 individuals took part in the Annual Awareness Walk from the St. Margaret's Residential School monument site to the Agency One lands where they partook in a lunch and pow wow hosted by Agency One.

Miigwech to our Elders who guided us during the planning stages, to everyone who joined us, and to our organizing partners who continue to stand with Survivors and future generations.









Staff Retirements



On May 22, 2025, we said farewell to long time employee Mary Elder, as she embarked on a new phase of life; retirement!

“It has been an honour and a privilege to have walked beside so many good people as they shared their personal struggles and their successes. It has been rewarding to witness the positive changes people created; a joy to watch communities flourish as they become more focused in healing; and a joy to watch and be part of cultural identity reclamation and witness a growing sense of pride. To all of you I say, "Miigwech" for trusting me with your sacred lives. I am grateful for the teachings given to me about bimaatiziwin and for being included in your sharing of a sacred way of living that expanded my preexisting beliefs and made my personal life richer. Miigwech for this privilege of being both teacher and student; it has been an incredible journey.” ~ Mary Elder

In January, 2026 we celebrated Deb Cousineau, Manager of Children’s Clinical Services, as she embarked on her retirement after nearly 6 years with the organization. Miigwech to Deb’s remarkable contributions to children’s services, her leadership and the example she set. We are filled with gratitude for the years that Deb devoted to strengthening Giishkaandago’Ikwe’s mission, and admiration for the legacy of compassion, excellence and service she leaves behind. A trusted voice; Deb’s dedication elevated our work and inspired us to reach higher, listen more deeply, and always keep children and families at the centre. Her unwavering commitment to Jordan’s Principle and her fierce advocacy for families have truly shaped the program in the past several years. Deb will be greatly missed, but her impact will continue to guide the Child’s First initiative well into the future.



CONGRATULATIONS

WAYNE SMITH

Giishkaandago'Ikwe Health Services would like to celebrate and recognize Wayne Smith on his retirement after 36 years of leadership, dedication, and unwavering service as the Chief for Naicatchewenin First Nation.

Wayne has carried the responsibility of leadership with strength, humility, and vision. He has always been an amazing advocate for his community and our organization as a Board member, protecting the Anishinaabe values and traditions, and laying the foundation for future generations. Through challenges and change, Wayne's commitment to his community and to our organization has remained steady and true.

Wayne's leadership has not only guided decisions — it has strengthened relationships, uplifted those he worked with, and helped shape a path forward grounded in respect, resilience, and pride. The impact of Wayne's work will be felt for generations to come.

Serving as Chief is not simply a position; it is a calling. For 36 years, he answered that call with integrity, courage, and heart. The time, sacrifices, and tireless efforts he has provided all of us will never be forgotten.



As Wayne steps into this well-earned retirement, we hope he does so knowing that his legacy is strong, his contributions are deeply valued, and that we are all better because of his leadership and guidance.

On behalf of all who have walked this journey with him we share our deepest appreciation for all that he has done.

Miigwech

FINANCE

Stacy Hahkala
Director of Finance

The 2025-2026 fiscal year was one of significant transformation and growth for our organization and the Finance Department. As our organization continues to expand, it became increasingly evident that our legacy systems could no longer support our operational needs. Throughout the year, we undertook the complex process of transitioning from three separate legacy systems for employee time tracking, human resources, payroll, and finance towards a single, fully integrated system.

This transition represents a major investment in the future of our organization. Once fully implemented, the new system will enhance efficiency, improve reporting capabilities, streamline processes, and strengthen collaboration between our Human Resources and Finance teams. However, implementing a project of this scale has required extensive system configuration, data migration, testing, and employee training. These activities, combined with the day-to-day operational responsibilities of the department, placed considerable demands on the Finance Team.

The implementation timeline was further impacted by existing employee shortages within the department. Despite these challenges, the team remained committed to ensuring that critical financial operations continued uninterrupted while simultaneously advancing towards the implementation of the new integrated system.

Adding to an already demanding year, the Finance Team also managed the significant purchasing and financial coordination required to support the launch of two major new initiatives: the Wiidookodaadiwin Healing Lodge (Women's Shelter) and the Midwifery and Maternal Child Health programs. Procuring opening supplies, furnishings, and equipment while maintaining regular financial operations required exceptional planning, coordination, and dedication.

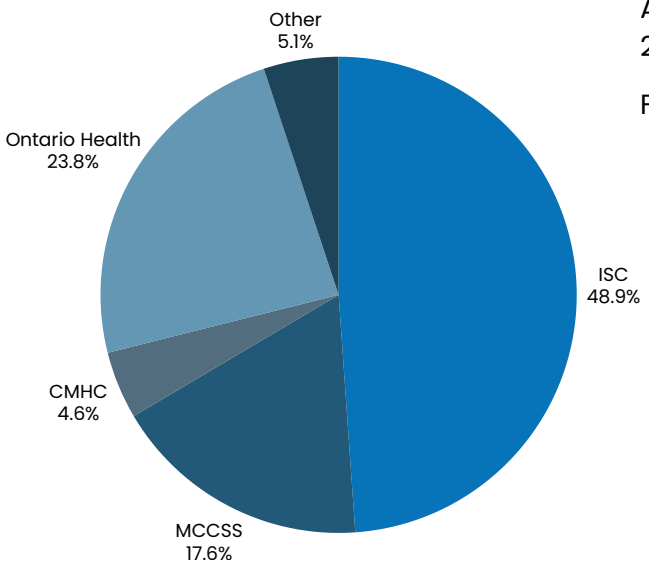
During the year, the department also experienced a leadership transition. To ensure continuity of operations, new term positions were established to support both the ongoing work of the department and the implementation of the new financial system. This transition also created valuable opportunities for existing team members to expand their skills, assume new responsibilities, and build organizational capacity. Their willingness to embrace these opportunities demonstrates the strength, adaptability, and commitment of our Finance Team.

Supporting our employees remains a key organizational priority. Throughout the year, the Finance and Human Resources departments continued collaborating with an external consultant to review and modernize our salary administration framework. We are pleased that this important initiative was successfully implemented during the 2025–2026 fiscal year, providing a more equitable and sustainable compensation structure for employees. This represented a significant undertaking for our Payroll staff, and I would like to recognize their professionalism, attention to detail, and dedication in successfully implementing these important changes.

We were also pleased to receive funding for several new programs during the year, enabling us to continue expanding services to our communities. At the same time, we continue to advocate for additional funding opportunities to support the expansion and long-term sustainability of the Women's Shelter, which is scheduled to become operational during the 2026–2027 fiscal year.

As we reflect on the past year, I want to express my sincere appreciation to every member of the Finance Team. Despite staffing shortages, major system implementation work, organizational growth, and increasing operational demands, the team consistently demonstrated resilience, professionalism, and an unwavering commitment to excellence. Your hard work, flexibility, and dedication have been instrumental in supporting the success of our organization, and I am deeply grateful for everything you have accomplished. Thank you for another exceptional year!

Sources of Funding



A total of **$26,799,340** in funding was received in 2025-2026.

Funders include:

- Indigenous Services Canada (ISC) ($13,100,456)
- Ontario Health ($6,385,293)
- Ministry of Children, Community, and Social Services (MCCSS) ($4,720,098)
- Canadian Mortgage & Housing Corporation (CMHC) ($1,332,427)
- Northern Ontario Heritage Fund Corporation ($385,697)
- Ministry of Indigenous Affairs ($369,816)
- Grand Council Treaty #3 ($259,896)
- Ontario Trillium Foundation ($86,800)
- Other ($261,483)

STRATEGY & RELATIONS and ADMINISTRATION

Jena Thomasson

Director of Strategy & Relations

The Director of Strategy and Relations position was implemented during the 2024-2025 fiscal year, since then the department has experienced steady growth. The first addition to the team was our Communications Coordinator who oversees all internal and external corporate communications including our seasonal newsletter, Quarterly Service reports, Annual Report, and website. We were also happy to welcome the transition of the Administration and Information Technology department to our team. As our organization continues to grow, the need for dedicated positions becomes more apparent. Processes within our administrative functions, information technology and asset management, and both external and internal communications require special care and attention to provide the highest quality of services to our communities. The work these teams contribute is not always seen by the public, but it is greatly felt throughout the entire organization.

Every employee within this organization plays a crucial role towards our vision of Mino Ayawin. Chi-Miigwech to each and every one of you for your hard work and dedication to providing quality services to our communities.









Communications

Throughout the 2022-2023 Strategic Planning Engagement Sessions one common theme became clear across all of the feedback we received and voices we heard; communication. The addition of a Communications Coordinator to our team was at the top of our priority list and has quickly become an essential role within our organization. The work to improve our communications processes and engagement with our communities has only just begun, but we are happy to share progress on projects that have been completed to date.

YOUR EXPERIENCE COUNTS

The first project our Communications Coordinator completed was the revamp of our feedback processes. Our "Your Experience Counts" brochure is available at all office locations, on our website, and upon request from our employees via email or printed hard copy. In addition to re-designing our brochure to align with our organizational brand, we also revised our internal processes regarding how we receive information, where and how it is stored, and most importantly, how we implement changes and respond to feedback to ensure those who submit feedback know that their voice has been heard.

EMPLOYEE RECOGINITION

The "Your Experience Counts" brochure includes space for respondents to recognize an employee who has provided exemplary service or who has been a strong partner to work with in the communities. We also developed an internal form for employees to recognize their colleagues at All Staff meetings and/or in external communications. Service providers and administrative teams often go unrecognized, it is important that our employees are given valuable feedback that shines light on the contributions they make to our communities, clients, and our organization.

CORPORATE EVENTS

Our Communications Coordinator assisted with many corporate events throughout the fiscal year. They played an instrumental role in the planning, organizing, and marketing of various events that our organization held as well as for events in which we partnered with other organizations and service providers. Events include Pride, Orange Shirt Day, and health forums in two of the communities we service.

Looking Ahead to 2026-2027

INTERNAL ENGAGEMENT ASSESSMENTS

- Our Communications Coordinator will be completing an internal and external communications audit. The audit will help inform how our teams communicate with one another, information sharing with communities regarding our programs and services, as well as enhance our collaborative approaches to wellness. The audit will also provide supporting context and information for external engagement sessions.

INTRODUCTIONS WITHIN COMMUNITIES

- Communications Coordinator will be visiting all 10 communities we service; relationship building; preparation for community engagement sessions and strategic plan renewal.

PREPARATION FOR STRATEGIC PLAN RENEWAL

- Will be engaging with community members, clients, leadership, and service partners; understanding of the progress to date; differences/improvements that the communities have felt; as well as where are we heading next. The work from the 2023-2028 strategic plan does not disappear, as we continue to grow and evolve to meet the needs of the communities we serve.









Administration & Information Technology

Our Administration and Information Technology team consists of a small group of employees whose roles significantly contribute to the overall operations within the organization. As an ever-growing organization, we continuously assess our administrative functions, our data storage and computer system needs, and opportunities to improve efficiency and information access across a multi-level team.

INCIDENT REPORT SYSTEM

Prior to this fiscal year, we utilized PDF Fillable incident report forms and manual organization/tracking to maintain those forms. We are happy to share that our Administration and Information Technology team has worked hard to develop a digital report form and database within our Employee Portal. The goal of the system is to increase efficiency and workflow, improve maintenance of records, and provide clarity to our employees regarding which parts of the form need to be filled out, when each section is required, and with whom should the report be shared with. The digital system also allows for expedited review by Managers, Directors, Human Resources, and our Chief Executive Officer which in turn allows for timely responses to incidents that may affect organizational or program level procedures and safety for employees and clients. While the initial system has been developed, more work is required to fine-tune the process and fully develop the vision for the database.

TRANSITION TO MICROSOFT TEAMS

We completed an internal transition from Zoom to Microsoft Teams. This transition has provided easier access to communication channels within programs and between various departments. Microsoft Teams includes a suite of different programs and applications that foster increased collaboration on projects as well as project and task management.

Looking Ahead to 2026-2027

FURTHER IMPROVEMENTS TO THE INCIDENT REPORT SYSTEM

- Our goal is to continue to enhance our Incident Report System, to include the ability to generate timely reports (including location, type of incident, response time, etc.).

TRANISITION TO MICROSOFT 365

- In efforts to enhance functionality and improve our internal collaboration tools, our organization will be transitioning to Microsoft 365.

STRENGTHEN DOCUMENT CONTROL PROCESSES

- Our Administration Team will be working to enhance our internal document control processes, including tracking and maintenance; revision and development of internal forms, policies, and procedures; standardized naming conventions for corporate documents; improve ease of locating; improve policy review timelines and distribution of revised policies/procedures/forms.

HUMAN RESOURCES

Dina Gardiman

Director of Human Resources

We are pleased to present the Human Resources Department's 2025-2026 annual report, highlighting another year of meaningful progress and achievement. This fiscal year focused on building a stronger foundation for the future by advancing strategic initiatives designed to modernize and strengthen our processes that support employees. Supporting our employees means continually evaluating how we can improve processes that shape their experiences at Giishkaandago'Ikwe Health Services.

The following report highlights key accomplishments, demonstrating our continued commitment to creating a safe, supportive and progressive workplace while providing the infrastructure needed to meet our evolving needs.

Building on initiatives that began in the previous fiscal year, key accomplishments included the completion and roll out of a comprehensive compensation framework and continued progress toward the implementation of one system that supports Human Resources, Payroll and Finance.

This fiscal year we successfully secured funding through the Ontario Trillium Foundation to support the development and implementation of a comprehensive cultural framework. The framework will build on the strong cultural foundation already established by bringing together existing cultural practices, teachings and activities into a unified guide that supports the integration of Anishinaabe culture. It is intended to strengthen the meaningful work already taking place while providing a consistent foundation to help guide future decision making, employee learning and service delivery. Development of the framework began in the 2026-2027 fiscal year.

Ontario Trillium Foundation
Fondation Trillium de l'Ontario
An agency of the Government of Ontario
Un organisme du gouvernement de l'Ontario

Recruitment & Hiring

The Human Resources Department supported a high volume of recruitment activities once again this fiscal year. Ensuring timely and effective coordination of recruitment, hiring, internal movements, employment agreements, onboarding and employee departures as follows:





Training & Development

To support leadership development and promote consistent management practices we hired a consulting firm to deliver a training series to our leadership group that provided practical guidance on a range of human resources topics including:

- Motivating and Retaining your Team
- Performance Management
- Managing Others – Understanding Communication Styles
- Leading Teams Through Conflict
- Human Resources Obligations – Legislative Requirements

The Training and Development Coordinator position, hired in the previous fiscal year, has enabled us to deliver internal, timely and relevant training opportunities that support employee development and meet legislative requirements. Training delivered throughout the fiscal year included:



*Number of Participants & Service

The Training and Development Coordinator also supported and delivered an Infant Massage course with the Child's First Initiative team to members of Couchiching First Nation. Four adults, along with four infants and two children attended a one-hour session once a week over a six-week period.

Culture

Culture continues to guide how we deliver services, support employees, and build relationships with the communities we serve. The Cultural Coordinator provided guidance and support to employees and leadership, coordinated cultural teachings and ceremonies and engaged Elders to share their knowledge and teachings at organizational events.

This year our Cultural Coordinator created a monthly Cultural Update to keep employees informed about cultural teachings and upcoming activities.

Throughout the year a variety of cultural teachings and learning opportunities were offered to employees to enhance their knowledge, understanding and connection to culture including:

- Cultural Orientation delivered to all new employees
- Traditional ribbon skirts and shirt sewing
- Employee sweats
- Anishinaabemowin Language tables
- Beaded lanyard making
- Cedar tie teachings
- Spring and fall ceremony
- Strawberry teachings and strawberry jam making
- Sage teachings, picking and cleaning
- Traditional birch bark making
- Wild ricing
- Leather mitt making
- Aadizookaan- Winter Story Telling
- Red willow basket making





Employee Wellness

Employee well-being was supported through a variety of initiatives coordinated by the Employee Wellness Committee throughout the year, including:

- Corporate golf memberships at Heron Landing and Kitchen Creek
- Step Challenge (six weeks May 26 to July 6)
- Pride Office Decorating Competition (June)
- Committee Appreciation Activity – Sign Painting (July)
- Staff Appreciation Day – Golfing at Heron Landing (July 31)
- Halloween Costume Contest (October)
- Corporate Christmas Party at Curling Club arranged for a Trivia Game host (December)



CLIENT SUCCESS

STORY

Boozhoo! Nitamogiizhigok nindizhinikaaz! Hello, my name is First Day Woman. That is what my spirit name translates to, a deeper translation is: "when the sun's first rays touch the treetops" or "one who is destined to lead". For a long time, I didn't believe it when my wii'e'e (name giver) told me this, that one day I would live up to that title. I was so lost and so stuck in my addictions, from the time I was 17 to the age of 32. I am 33, almost 34 now and have been sober for 298 days today (July 22, 2026). I now do my best to advocate for all those still stuck in addictions and do what I can to try and help. Sometimes though, I have to choose to love people from afar, for my own peace and well-being.

I chose sobriety, because I wanted a better life. A better life for myself, for my husband and I's relationship and for the sake of our children. This is my success story.

For a long time, I struggled. Not only with my sobriety, but with my connection; to myself and to my culture. Disconnected. Scared. Ashamed. Angry. All of these things I shouldn't have been. Feelings that didn't really belong to me. Over the past 12 years, I have battled on and off with my addictions and had tried many times, many different ways, to get sober. None of it ever stuck. It wasn't until I truly found connection. Connection with my culture, my spirituality, with my feelings and with my own self. I had to learn to sit with the uncomfortableness of actual sobriety and dealing with all my hurt, pain and anger head on. Giishkaandago'Ikwe Health Services helped me with that. I am not linked to just ONE spiritual connection, I believe in all cultures and find beauty in each and every single one of them. They taught me that this was okay; to have more than one belief system. Once I fully gave myself to Gitchi Manitou though, that's when I truly felt like I knew where I belonged. I started participating in ceremonies again, I started going to sweats again, I started being part of my community again. I forgave myself above all and then others who had wronged me. Truly forgave them and prayed for all their faults. Prayed for forgiveness for all these things. Prayed for myself as well. I finally found peace.



Giishkaandago'Ikwe Health Services was there through it all! From day one, until now. They never gave up on me. I am truly grateful for EVERYTHING they have done and continue to do for not only myself, but for my family; especially my children. Workers have come and gone throughout the years, but each one has left a huge impact on where I am today and with my sobriety. I learned something new from each and every single person that was there for me. I am grateful for the people who saw me angry and still offered their help, the ones who saw me at my complete worst and tried their best to bring me back up while still treating me like a human being. I would also like to apologize for the times when it seemed like I was ungrateful and when I put the blame on people who were only trying to help me. Many years (10+) later, I feel truly blessed and honored to have been asked to do this by the amazing organization; Giishkaandago'Ikwe Health Services.

I still have so much to say, but it would be an entire book's worth. For now, all I have to say is how thankful I am for an organization that never gave up on me and still continues to help me in any way, shape and form. Whether it is with my children, myself, or my husband. I truly appreciate everything you guys do and continue to do.

Miigwech for taking the time to read what I have to say. I appreciate you all, always!

Nitamogiizhigok
Meagan Atatise
Gakijiwanong Anishinaabe Nation

BEHAVIOURAL HEALTH SERVICES

Audrey Mikkelson
Director of Behavioural Health Services

This 2025-2026 year has been one of dedication, resilience, and meaningful impact across all areas of Behavioural Health Services. Every day, our teams have worked alongside individuals, families and communities to provide compassionate, culturally responsive, and person-centered services that support health, wellness, healing and recovery. Through collaboration, innovation, and an unwavering commitment to those we serve, we have continued to address complex social, mental health, and addiction-related challenges while fostering hope and positive outcomes.

The work highlighted reflects the dedication of our employees, Elders, Knowledge Keepers, Anishinaabeg community leadership, and each partner who contribute to creating healthier and more supportive communities. Despite increasing service demands and the growing complexities of individual needs, our teams have remained focused on delivering quality care, strengthening community connections, and advancing culturally grounded approaches that recognize the unique strengths and experiences of the Anishinaabeg we serve.



Mental Health Services

The Mental Health Services team continues to play a vital role in supporting the overall well-being of individuals and families across our communities. The team continues to demonstrate their compassion and adaptability as they meet people where they're at. The work they do provides a blend of culturally responsive programming and western therapeutic interventions, supporting community members to build resilience and develop skills for coping in ways that promote healing and long-term wellness. The team is committed to participation in ongoing professional development throughout the year, including psychiatric education and consultation sessions with Dr. Jack Haggarty, as well as virtual sessions with Dr. Michelle Marlborough and Dr. Chien-Shun Chen offered through the Kenora Rainy River District Health Partners Network.

Clinical Case Management

Our Clinical Case Manager continues to provide instrumental support to the Mental Health Services team in providing opportunities for individuals to access supports such as, referrals to internal & external services, transportation, shelter, food or other immediate needs.

634 clients received 114 direct client encounters from the Clinical Case Manager

Attendance and support at community forums and events taking place is also prioritized in order to connect with community members and external resources while displaying information about Mental Health Services. The program also provides support to clients who are in crisis whether they walk-in, or are seen while visiting a community. Additionally, our Clinical Case Manager frequently supports the breakfast program at the Shelter of Hope, and volunteers to attend the homelessness encampment outreach organized with partner agencies.

Counselling Services

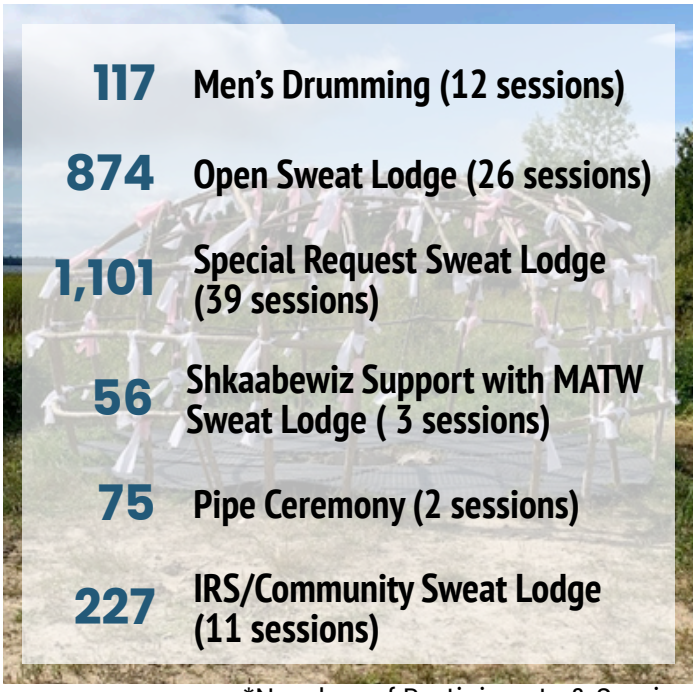
This team went through significant change this past year with the retirement of our long-term Mental Health Therapist, and one of our long-term counsellors going on maternity leave. Their absence left a gap in services for a number of months which was unfortunately felt at the community level. We were able to successfully recruit a new Mental Health Therapist who was a welcome addition to the team late last year. Our counselling staff continues to adapt services to meet evolving needs, while ensuring timely access to care. Maintaining a client centered approach focused on healing and growth remains our priority. In addition to their regular caseloads, our counselling staff frequently work alongside the Social Emergencies team during times of community crisis to provide urgent care. As well they support the Mental Health Direct Line each month.

817 clients received 1,338 direct counselling contacts from the Mental Health Counsellors and Mental Health Therapist



Cultural Community Support

Recognizing the importance of incorporating Anishinaabemowin into the daily work that we do, the former title of Cultural Community Support Worker was retired this past year. The title of Wiidokaazo was created after much consultation with the first language speakers of our Elders Advisory Council. This title encompasses and emphasizes the many ways in which this person helps community members connect with Anishinaabe culture. The individual in the role of Wiidokaazo is also our drum keeper, so together with Aazhawii Giizhik they have supported numerous events throughout the region, including the Grand Council Treaty #3 - Chiefs Assembly and Drug Task Force meetings, community pow wows and numerous community events. With the support of our Shkaabewiz, numerous opportunities were supported this past year for community members to reconnect with Anishinaabe culture and traditional healing practices at BHS, MATW, and in communities.



*Number of Participants & Service



Our Cultural Community Support Program supported 1,987 individuals with a total of 58 sweat lodge ceremonies.

The majority of these ceremonies were held in the grandmother lodge at our BHS location and open to all community members, however many were also special requests from individuals or families seeking support for a personal reason. 11 of the ceremonies were held specifically for individuals who attended Indian Residential School and members of their families. Each day-long gathering consisted of a healing circle in the morning, with a sweatlodge ceremony in the afternoon. We were fortunate to be able to hold six of these ceremonies in the communities we serve, and were able to offer translation services and cover transportation costs for all attendees.

Social Emergencies

During the 2025-2026 year there were significant staffing transitions in the Social Emergencies team that presented both challenges and opportunities for the program. For the first half of the year we had each of our four Mental Wellness Worker positions staffed with an excellent team of individuals, towards the end of 2025, we found ourselves in a position of having to recruit for all four positions. One Mental Wellness Worker successfully transitioned into the role of Social Emergencies Coordinator, reflecting the growth and leadership capacity that exists within our team. In addition, two Mental Wellness Workers transitioned into both Memengwaawag Wellness Worker positions, helping to advance important regional anti-human trafficking services. Another valued team member departed their position after being elected to serve on council; a testament to his leadership and commitment to community wellness.

While these transitions represented important professional and community achievements, they also resulted in considerable staffing pressures within the team. As a result, the entire Behavioural Health Services team stepped forward including employees from the MATW treatment centre, to ensure individuals and communities continued to receive care and support in the absence of the Mental Wellness team. Our team demonstrated exceptional adaptability, often taking on additional responsibilities and adjusting workloads to respond to emerging needs across our territory. Their willingness to collaborate across programs and provide community crisis support helped ensure continuity of care during a period of significant transition.

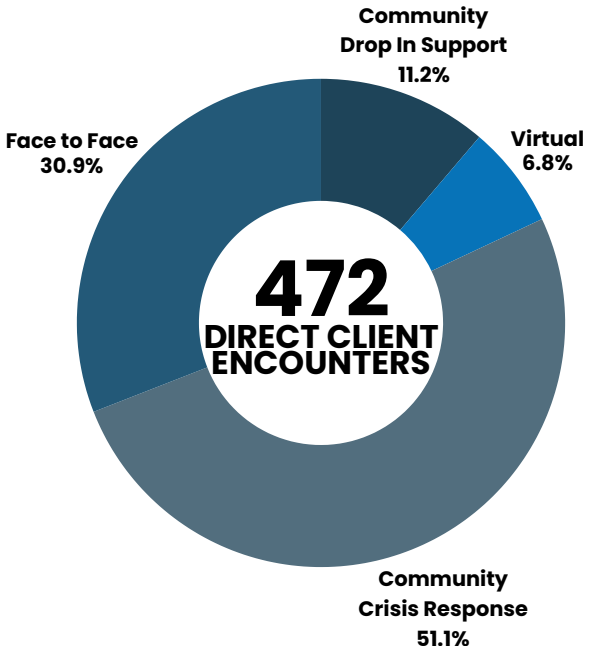


Mental Health Direct Line

The Mental Health Direct Line continues to serve as a trusted point of contact for individuals seeking urgent mental health care. Together the Social Emergencies and Mental Health Services teams monitor and respond weekdays during daytime hours, offering phone/text as well as in person, walk-in services. During 2025-2026 **the Mental Health Direct Line responded to 336 requests for service.**

Mental Wellness

Despite some staffing challenges late in the year, our Mental Wellness Team remained committed to promoting mental wellness and community well-being by supporting individuals, families, and communities through outreach, crisis intervention, case coordination, and wellness-focused programming. Their ability to maintain service delivery while supporting one another reflects the strength of the program and its unwavering commitment to providing person, and community-centered supports. **The team had a total of 472 direct client encounters, amongst 187 individuals.**



Social Emergencies Coordination

Our Social Emergencies Coordination program experienced an employee vacancy for much of 2025, with general operational support being maintained by management. Successful recruitment took place late in 2025, and the position was filled for the duration of Quarter 4. Social Emergencies Coordination is work done in partnership with each community focused on preparing for, responding to, and mitigating health and social emergencies through culturally grounded and community-driven strategies. The work is ongoing, and our Social Emergencies Coordinator will continue working collaboratively with each community in the co-development, planning and communication of emergency management plans necessary to effectively respond to emergencies affecting individuals, families and communities.

Mental Wellness Training & Development

Since hiring our Mental Wellness Training and Development Coordinator, the communities have experienced greater accessibility to essential training programs such as First Aid/CPR, Basic Life Saving, Mental Health First Aid, Applied Suicide Intervention Skills Training, Non-Violent Crisis Intervention, and Trauma Informed Care & Community Crisis Response. Having an internal trainer allows courses to be scheduled more frequently and delivered in a timely manner based on community demand.

This role has improved access to training, reduced reliance on external organizations, generated cost savings, and ensured that training is delivered in a culturally respectful and community-informed way. Through their knowledge of cultural protocols, established community relationships, and background in mental wellness, the trainer continues to enhance the effectiveness and impact of these essential programs while supporting the community's broader goals of health, safety, and well-being.

The Mental Wellness Training and Development Coordinator organized and promoted the annual Golf for Wellness Program. A total of 60 golf passes were provided on a first come first served basis to encourage outdoor physical activity and promote wellness. Additionally, they hosted and ran the annual Youth Golf Camp. 15 youth aged 12-18 attended the week-long camp which promoted social, physical, emotional & mental wellness. All youth showed improvement from beginning to end of camp and sparked an interest in continuing to play the sport.



Mobile Crisis Response

The mobile crisis response team provides rapid, community-based interventions for individuals experiencing acute mental health, social, or emotional crises. By offering immediate support in the least restrictive environment possible, the team works alongside Treaty Three Police Services to help stabilize situations, reduce barriers to care, and connect individuals to ongoing services and support. Their work continues to be instrumental in strengthening crisis response systems and promoting community well-being.

Our Mobile Crisis Response Workers supported 753 direct client encounters with a total of 225 individuals receiving services.

Memengwaawag Anti-Human Trafficking Program

The anti-human trafficking (AHT) initiatives our Memengwaawag Wellness Workers focus on are prevention, awareness, advocacy, and support for individuals affected by human trafficking and exploitation.

81 clients received 963 direct client encounters from the Memengwaawag Team

650	MMIGW2S+ Summit
145	Human Trafficking Awareness Outreach (3 sessions)
8	Youth/Family MMWIG2S+ Crafting
82	MMIWG2S+ Walk (Fort Frances)
36	AHT Conference
9	AHT Beading Workshop
61	Walk With Our Sisters
69	MMIWG2S+ Walk (Manidoo Baa Witi Gong)
135	MMIWG2S+ Family Fun Day & BBQ
37	MMIWG2S+ Awareness Event
12	Keeping Kids Safe
12	AHT Info Session
40	Tree Lighting Ceremony
14	MMIWG2S+ Ribbon Skirt Workshop
7	International Women's Day Lunch & Conversation

*Number of Participants & Event





There was additional emphasis placed on developing strategies to specifically reach youth entrenched in trafficking, while continuing to create awareness for those individuals at risk. Through partnerships, education, and direct intervention, our employees have worked hard to enhance community awareness, strengthen protective factors, and support survivors in accessing safety and recovery-focused services.

Land Based Counselling Program

A core focus of this program is reconnecting individuals with traditional teachings, cultural practices, and community support systems. During the 2025-2026 period, the Land Based Counselling program continued to provide culturally grounded, holistic supports that promote healing and connection to culture. Through a combination of individual support, crisis intervention, outreach, cultural teachings, and ceremonial activities, the program offers opportunities for participants to strengthen their mental, emotional, spiritual, and physical wellbeing.

Throughout the duration of the year, there was a total of **207 direct client contacts, including 70 face-to-face client contacts, 89 crisis response interventions, and 48 community outreach activities** demonstrating both the demand for culturally based services, and the team's commitment to providing a wide range of cultural and ceremonial opportunities. These services create safe and meaningful spaces for reflection, healing, learning and growth while supporting holistic approaches to wellness.

Highlights from 2025-2026 include supporting Indian Residential School survivors alongside the Mental Health Services team. Together staff helped create safe spaces for survivors to share their experiences, promote healing, and pass on messages of resilience, cultural pride and hope for future generations.









Mino Ayaa Ta Win Healing Centre

The work done at the Mino Ayaa Ta Win Healing centre supports individuals on their journey toward recovery, wellness and healthy living. The centre offers a continuum of care that includes Withdrawal Management, Community Addictions Services (Rapid Access Addictions Medicine), and our Bed-Based treatment program.

Our Manager of Withdrawal Management Services/Community Addictions, along with our Director successfully graduated from the First Nations Health Managers Association's Certified First Nations Health Managers (CFNHM) program. After completing all required coursework and exams, this achievement was acknowledged at a graduation ceremony this past November. This dedication to professional development and learning strengthens our organizational capacity and supports our ongoing commitment to delivering culturally grounded, high-quality services to the communities we serve.

Withdrawal Management Services

The team of nurses who provide Withdrawal Management Services provide safe, supportive care for individuals requiring assistance during the withdrawal and stabilization process. They also continue to provide support to the Bed-Based treatment team, supporting clients with any medical needs and medication administration.

A total of 75 individuals accessed Withdrawal Management Services with a total of 2,968 direct client encounters.

Our nurses work closely with clients to ensure their immediate health needs are met while providing case management to help individuals transition to ongoing treatment, recovery, and community-based support services.

Community Addiction Services

2025-2026 continued to see a demand for Community Addictions and Rapid Access Addictions Medicine (RAAM) services in the communities we serve.

A total of 266 individuals received RAAM services between the clinic and our communities, with 6,594 direct client encounters.

Community Addictions Services and RAAM continue to improve access to timely treatment and support for individuals experiencing concerns with substance use. By reducing barriers and providing evidence-informed interventions our team facilitates connections to ongoing care. RAAM services help individuals access support at critical points in their recovery journey; it is truly a lifesaving program.

CLIENT SUCCESS STORY

The services that Giishkaandago'Ikwe Health Services provide are truly amazing. They fit your needs to accommodate a person's path to recovery, from travelling to your community, to a simple text to see how your needs are being met. The staff and doctors at the RAAM clinic are outstanding and understanding of a person's goals and objectives on a path to recovery. My recovery is still young in its process, but if I ever need anything, from counselling to just a person to talk to, there is always somebody there to achieve this goal.

The services at Giiskaandago'Ikwe are absolutely great. They accommodate to fit your needs to a successful path to recovery. The need for services to come to my community has helped greatly on my path to recovery. The Community Addictions nurse is always helpful and appreciated for their commitment to help the fact that recovery is a process and they are willing to be there at your side to give you that necessary push to accomplish your goals.

~ Anonymous

Bed Based Addiction Treatment

2025-2026 was the start of the transition from a 28 to 56 day treatment program at the Mino Ayaa Ta Win Healing Centre. The new curriculum was developed to provide participants with access to a structured treatment program that is rooted in Anishinaabe worldview and ways of knowing. The program offers intensive supports designed to help individuals address substance use challenges while developing the skills necessary to maintain recovery. Through land-based activities, therapeutic programming, group and individual counselling, cultural supports, and wellness-focused activities, program participants are supported in developing a positive Anishinaabe identity and building a strong foundation for lasting change.

Pre-treatment services offered by our Addictions Counsellor Case Manager are delivered in a hybrid format. Delivery is offered on a rotational basis in each of the communities in person, with a virtual option available for anyone from other communities who want to join. **A total of 343 Pre-treatment sessions were delivered throughout 2025-2026.**

Eight weeks of aftercare services are also offered by our Addictions Counsellor Case Manager with the appointment dates and times set ahead of individuals departing from the treatment centre. This type of ongoing weekly participation, post-treatment has proven to be a beneficial source of support during a vulnerable period for folks. **This past year, a total of 141 Aftercare sessions were attended.**

A total of 58 individuals received pre-treatment, treatment and aftercare services with 15 individuals completing the 56 day program





As we reflect on the past year, we are proud of the dedication and compassion demonstrated by all members of the Behavioural Health Services team. The accomplishments outlined in this report represent the collective efforts of employees, community partners, leadership, Elders, Knowledge keepers and stakeholders who work together to support the health and well-being of the Anishinaabeg we serve.

The work undertaken across Mental Health Services, Social Emergencies and the MATW teams is both rewarding and challenging. Every day, our teams respond to complex needs, navigate evolving priorities, and support individuals through some of the most difficult moments of their lives. Looking ahead, we remain focused on strengthening services, fostering innovation, enhancing relationships with communities and partners, and expanding access to culturally safe, trauma-informed, and person centered care.

Ultimately, the successes of this year belong not only to our programs and employees, but also to the individuals and Anishinaabeg communities who place their trust in us. Their strength, courage, determination and kindness inspire us each day and remain at the heart of everything we do.

MIIGWECH

CLIENT SUCCESS STORY

I began receiving services from Giishkaandago'Ikwe Health Services to help manage my diabetes and high blood pressure. The health care team would come to my home once a week to monitor my health and provide support. I also received regular foot care, which was an amazing service. It was very helpful to have someone assist with caring for my feet, rather than having to manage this on my own.

Over time, I developed a wound on the outside of my left foot. Unfortunately, the wound became worse and developed into an infection, which resulted in me being flown to Thunder Bay for treatment. I spent approximately one to two months in the hospital.

The services provided by Giishkaandago'Ikwe Health Services played an important role in helping me return home from the hospital. Once I was home, the health care team continued to visit me in my home and community to provide wound care and support. I am especially grateful to the employee that referred me to Thunder Bay for a vascular assessment. This assessment helped identify ways to improve the blood flow to my leg, which has supported the healing of my wound and helped improve the healing process. I am also very grateful to this employee for providing ongoing wound care, including debridement, and for consistently checking in on my wound and monitoring its progress. Knowing that someone is regularly following my healing and making sure my wound is being properly cared for gives me peace of mind.



Being able to return home and continue receiving care in my own community made me feel very thankful and happy. Knowing that my wound was being properly cared for gave me peace of mind.

I am very grateful to have access to home and community care services. Having the health care team come to my home has made a significant difference in my recovery and overall well-being.

My wound has been healing well, and I am gradually able to walk more and regain some of my independence. I have also been able to receive additional support from my PSW when travelling within the community and on longer trips. Because I knew I was receiving consistent care and that my wound was being monitored, I was able to travel to Vancouver and Minneapolis with confidence and peace of mind.

Overall, these services have provided me with not only important medical care, but also comfort, independence, and reassurance. I am very thankful for the support I have received and for the opportunity to heal while remaining at home and connected to my community.

Adwagamigook Edna Morrison

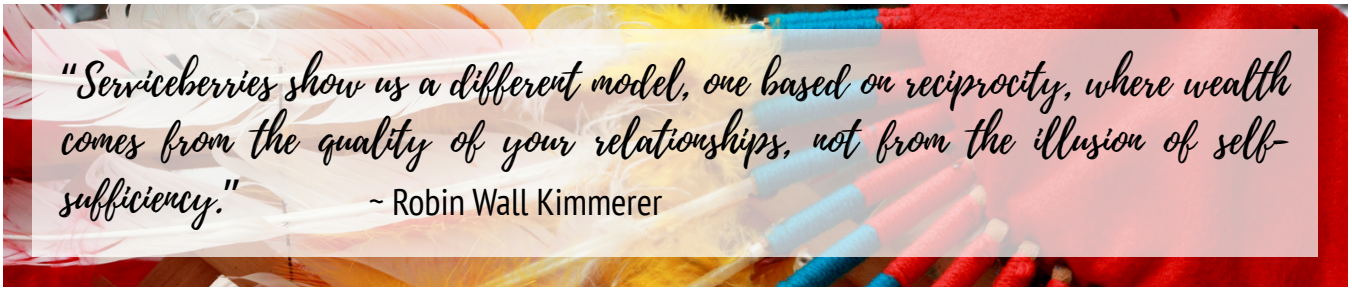
Mitaanjigamiing First Nation

I have a whole world of gratitude for the ladies at Giishkaandago'Ikwe Health Services, more so for the heartfelt support, emotionally, mentally, and physically from the two employees that have been there from the beginning of my mothers wound care. Not only did they give so heartily for my mom they also did for me in other aspects, never leaving a space of doubt they're still there. The emotional roller coaster I endured the first few months weighed so heavily on me if it wasn't for these these two heaven sent ladies I would have crumbled. We still have moments of pure tears of joy remembering and also seeing today what they do and how strong they are, pure compassion.

~ Deborah Morrison (daughter of Edna)

HOME & COMMUNITY CARE and PUBLIC HEALTH

Deirdre O'Sullivan-Drombolis
Director of Home & Community Care/Public Health

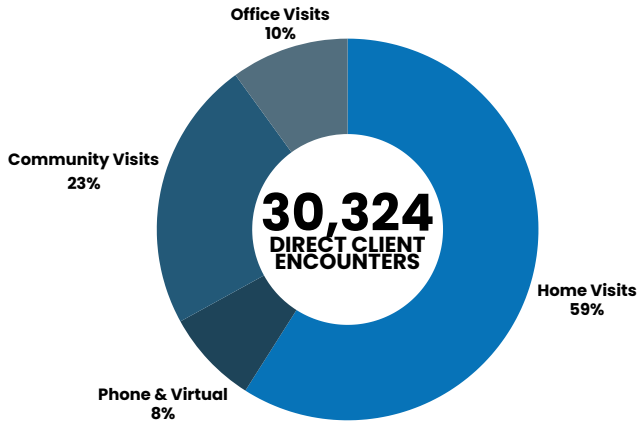


As the health care landscape continues to shift and evolve it has brought with it many challenges for the communities we serve. However, through the leadership of these communities it has also brought opportunities for collaboration with health partners, grounding in Anishinaabe ways and creative solutions to overcome those challenges.

This past year has laid the foundation of the Home and Community Care and Public Health Department to focus on relationship building rooted in the communities we serve to work together to improve access to mino-bimaadiziwin.

While it is hard to put the work that this team puts in day after day into words on a page, I am honoured to celebrate with you the accomplishments of this dedicated and knowledgeable team.

Direct Client Encounters



A total of 1,536 clients received 44,315 client encounters

*includes direct client encounters and other related encounters including time spent sending referrals, record keeping, connecting with other health care providers and community based consultation and services.

Home & Community Care

Our nursing team has worked to increase the number of visits provided in each community to provide services such as medication administration, advance wound assessments and treatments, debridement, and any treatments ordered by a primary care provider, home support services, medical supplies and equipment requisitions, respite and palliative care supports, and case management and transitional support.

439 clients received 7,201 direct client encounters from the Home & Community Care Team

140	Healed Wounds
650	End of Life Care
274	Respite
340	Home Making Assessments'/Follow Ups
5,111	Nursing Treatments & Procedures
2,270	Wound Care Assessments

*Number of Encounters & Service

Building upon the work of previous years, our team has continued its strong focus on advanced wound care skills to address the ongoing needs in this area. We have two nurses now trained as Skin Wellness Associate Nurses. They have both also received debridement training. The rest of the team continued to receive ongoing education both internally and externally to promote excellence in this area. Accurate and timely wound assessment are foundational to this work and we continue to leverage SWIFT technology to ensure that both internal documentation to monitor wound progress as well as external sharing of information with a client's circle of care are optimal. We are actively engaged with SWIFT in quality improvement initiatives to advance the use of this technology and understand its impact on both our team and clients. Our team continues to be recognized as leaders in this area, being integral partners and co-leads on the Regional Wound Program Advisory Committee.





An additional area that this team is recognized as leaders is in palliative and end of life care. This has hinged upon the successful implementation of our Palliative Care Clinical Coach. Through this role there has been marked improvement in collaboration across organizations to support clients through their end of life journey. Pathways have been established and formalized processes to ensure strong collaboration have been implemented. An example is palliative care rounds involving Gizhewaadiziwin Health Access Centre and Riverside Health Care. Clinician and community level health care team member education was requested and provided, to enable caregivers to provide the needed supports to clients at all levels and across their journey.

This team will continue its work to promote evidence based care that is rooted in the culture of the communities we serve. The coming year will work on solidifying wound care and lower limb preservation pathways in collaboration with Gizhewaadiziwin Health Access Centre and Riverside Health Care and strengthening work within programs in this department.

Diabetes & Foot Care

This team has diligently continued with the delivery of diabetes assessments and foot care services across the 10 communities we serve. Over this past year we have been able to increase to weekly from biweekly visits to improve access to preventative care closer to home. Through the implementation of the Diabetes and Foot Care Coordinator there has been increased collaboration with community health representatives, nurses, physicians, and other interdisciplinary team members to facilitate timely referrals and coordinated care.

DIABETES

178 clients received 1,291 direct client encounters from the Diabetes Team



*Number of Encounters & Service

FOOT CARE

514 clients received 2,323 direct client encounters from the Foot Care Team



*Number of Encounters & Service

Through evaluation of epidemiological data and community engagement, lower limb preservation and the prevention and treatment of ongoing health complications of diabetes have been key areas of focus. The team has worked collaboratively with Gizhewaadiziwin Health Access Centre to provide Diabetes screenings and services in community. Internally we have strengthened our standardized assessments processes, risk stratification and culturally based, evidence informed foot care practices with the goal of supporting community members to maintain mobility, independence, and quality of life while reducing the risk of lower limb complication and amputation.

The next fiscal year will focus on the development and implementation of new clinical resources, including referral pathways, assessment tools, and documentation to support consistency and quality of care in conjunction with our primary care partner Gizhewaadiziwin Heath Access Centre. We will develop and deliver ongoing targeted education provided to clients and community staff on diabetes management, foot care, and early identification of complications through the implementation of a dedicated prevention footcare nurse. Additionally, this role will complement and work closely with the newly implemented skin health nurse to tackle foot complications resulting from diabetes both from an upstream and a downstream approach.

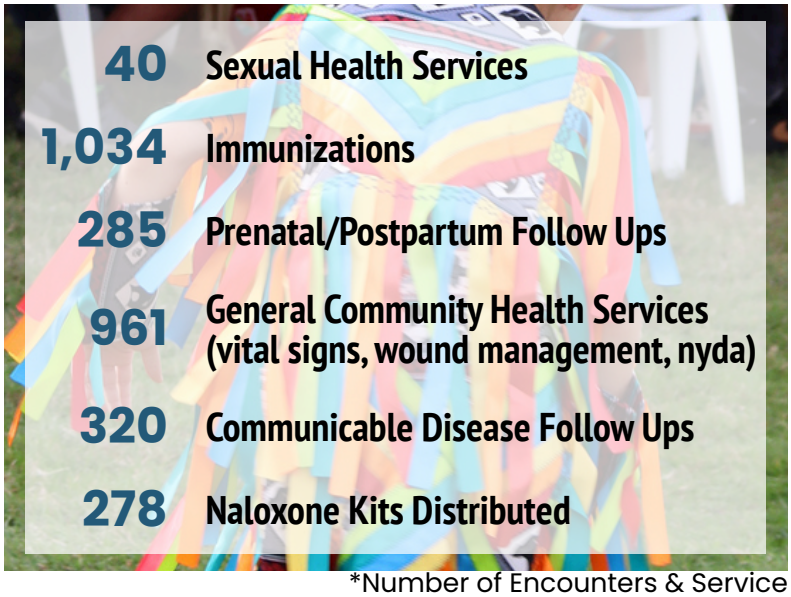
Public Health

Community Health

The Community Health team continues its focus on the pillars of public health, ensuring that focus is tailored to the needs identified at the community level. This has included ongoing access to immunizations and testing for communicable diseases, pre and post natal support, cancer screening, and harm reduction approaches including access to education and naloxone kits. Knowledge sharing and support of individuals as well as the community as a whole is integral to all disease prevention.

With these goals in mind, the Community Health team completed:

1,128 clients received 3,559 direct client encounters from the Community Health Team



*Number of Encounters & Service

One of the main successes over this past fiscal year has been the implementation of the Colorectal Cancer Screening Program through Fecal Immunochemical Testing (FIT) in collaboration with Cancer Care Ontario, and Primary Care Providers. This initiative aims to reduce barriers to colorectal cancer screening, improve early identification of colorectal cancer, increase awareness and encourages community members to take an active role in preventive health practices. Community Health Nurses supported program implementation by providing education on eligibility criteria, the importance of regular screening and the process of completing and returning FIT kits.

In conjunction with the Maternal Child Health program, the Community Health Nurses completed Moon Time Training certification, enabling them to provide culturally relevant menstrual health education within the communities. This initiative strengthened internal capacity and supported delivery of community based education focused on women's health, reducing stigma, promoting wellness and reconnecting with traditional teachings. This training has been invaluable as the team has worked closely with Gizhewaadiziwin Health Access Centre for Women Wellness events held in each community focusing on assessments, education and access to feminine supplies.





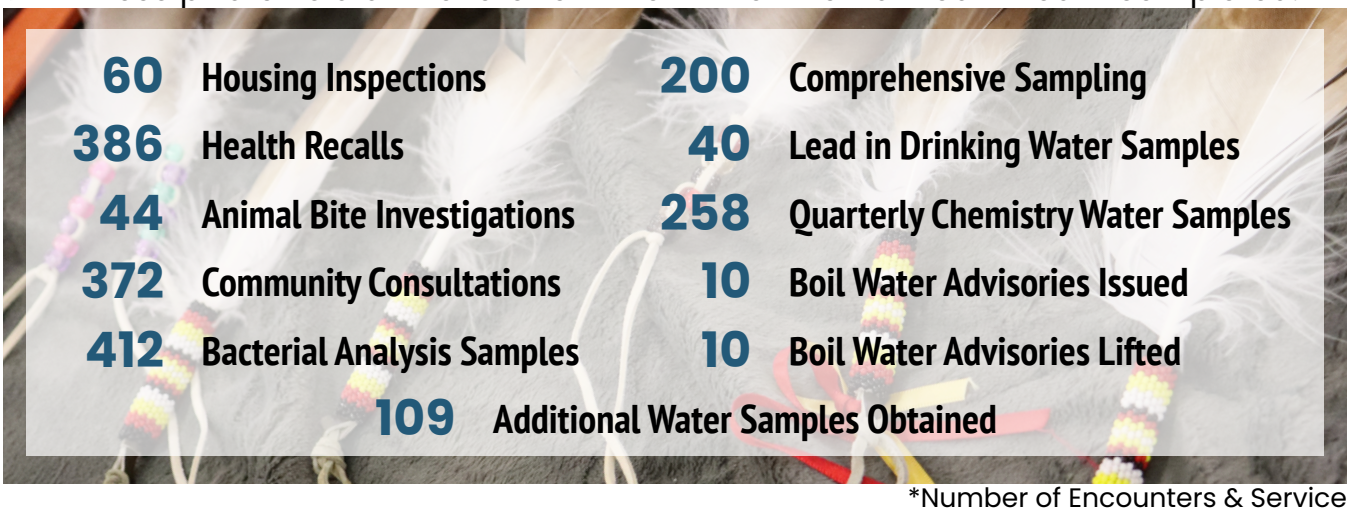
At the request of Indigenous Service Canada our organization has begun early stages of the implementation of a Non-Insured Health Benefits Navigator program. Through early engagement with five of the 10 communities we serve the need to support those community based workers who are trying to navigate the complex system was clearly established. We will continue to engage with the remaining communities to fully implement this program.

These priorities will continue to be held at the forefront of next fiscal year. We will focus on ongoing collaboration to support maternal child health at the community level, health promotion and cross program enhancements.

Environmental Public Health

Communicable disease control, safe drinking water, healthy housing, water and waste management, food safety, and emergency preparedness continue to be the foundation of the Environmental Health program.

With these pillars held at the forefront the Environmental Health team completed:



*Number of Encounters & Service

There was a total of 4,790 direct client encounters from the Environmental Public Health Team

One of the key activities the team has worked through is advocating for Emergency Funding for Anishinaabeg of Naongashiing First Nation to address concerns related to the community's wastewater treatment system. Support included working with community leadership, Indigenous Services Canada and other external partners to communicate the urgency of the situation, identify available funding opportunities and help facilitate timely access to resources needed to protect the community members and minimize potential public health risks. In addition, the team has been actively involved in supporting water treatment plant upgrades and construction for Manidoo Baa Witi Gong and Chima'aganing First Nations.

While continuing with the work outlined above there has been a strong call from the community level to provide education around health promotion and enhancing capacity through community based training sessions. Topics include ticks, safe food handling, dog bites, caring for your home, emergency preparedness, and environmental causes of cancer.

Looking Ahead

As a department we have been working towards securing a single site location, speared by the relocation of the Home and Community Care team, to be able to let go of multiple leases and for the potential to improve cross program collaboration. This will lay the groundwork for efficiencies both in terms of finances and workflow.

WIIDOOKODAADIWIN

Elizabeth Lapointe
Director of Wiidookodaadiwin

We are pleased to share Wiidookodaadiwin Women's Shelter phase 1 is in the final stages of completion. This phase includes 10 rooms equipped with private bathrooms, fridges and microwaves along with main common area, office spaces and fenced yard. Construction of phases 2 and 3 continues, which includes a cultural space and additional offices. Comprehensive security systems have been implemented into the shelter space and grounds to ensure maximum safety and privacy of the clients. The anticipated shelter move-in date is fall 2026.

With engagement and guidance from the Giishkaandago'Ikwe Elders Advisory Council we ensured the cultural, spiritual and ceremonial protocols were met for the new shelter space and grounds. To date, four ceremonies have been guided and completed by the Elders Advisory Council members and their helpers. We would like to thank all those who participated in the ceremonies.

Wiidookodaadiwin continues to build and strengthen community partnerships with many local organizations, agencies, and the 10 Southern Treaty 3 communities. Giishkaandago'Ikwe Health Services continues to identify and define wrap around services for our future shelter clients, which will include cultural supports, mental health services, children's services, prenatal-postnatal services, harm reduction strategies, sexual health education, and substance abuse treatment options. Development of client programming, policy and procedures, and day-to-day operations remain a priority for Wiidookodaadiwin and will be finalized before the shelter opening. We are striving to help and support individuals impacted by domestic violence and look forward to serving our communities in the near future.







CHILDREN'S SERVICES and MATERNAL CHILD HEALTH

Ashlee Grimard

Director of Children's Services/Maternal Child Health

Children's Services and Maternal Child Health sustained our commitment to lifelong Mino Ayawin by focusing on approaches that support children, families and communities earlier in life. Strengthening families is fundamental. Our work remains grounded in the understanding that investing upstream through prevention, early intervention, health promotion and culturally safe supports creates lasting impacts across generations.

This includes strengthening maternal and child health services, expanding community-based and mobile supports and creating more coordinated service pathways so that families can receive the right support at the right time. Services are both rooted in Anishinaabe ways of knowing, language, medicines and ceremony, while drawing on evidence informed prevention and intervention.

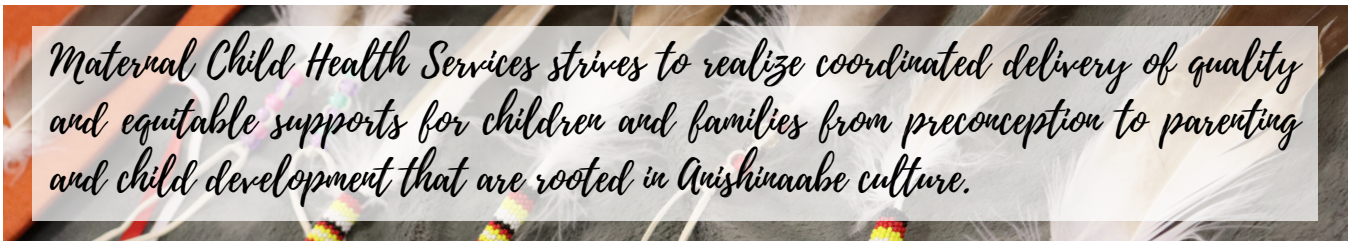
Additional 2025-2026 funding investments via Ontario Health's Mobile Maternal Care Initiative and Safer Births through the Ministry of Health and in partnership with Grand Council Treaty #3, have moved the target for the enhancement of Maternal Child Health Services in Southern Treaty 3.

The dedication of our teams, guiding Elders and communities continues to move this work forward. Our priority remains not only responding effectively to the needs that exist today, but to invest in the conditions that will create healthier families and communities tomorrow. By enhancing supports for children and families at the earliest stages of life, we are investing in resilience, wellness and lifelong Mino Ayawin for generations to come.





Maternal Child Health



Canada Prenatal Nutrition Program

The Canada Prenatal Nutrition Program **distributed 2,196 nutrition vouchers and 8,358 milk coupons to 135 individual pregnant or parent/caregivers of children under two** residing in the 10 Southern Treaty 3 communities in 2025-2026.

Children's Oral Health Initiative



The Children's Oral Health Initiative (COHI) continued to strengthen access to preventative oral health services for children and families this fiscal year, achieving significant growth in screenings, preventative treatments, early intervention, education and community collaboration.

With increases in screenings, fluoride varnish applications and dental sealants placed, the number of temporary fillings decreased by 84 from the previous year, while Silver Diamine Fluoride applications increased by 38. These results may reflect earlier identification and management of dental decay and demonstrate continued progress toward improving health outcomes for children enrolled in the program.

These achievements were supported by the ongoing efforts of our dedicated Dental Hygienists, community COHI Aides, strengthened referral pathways with Community Health Nurses, and enhanced collaboration with the Child's First Initiative team. Together these partnerships have improved continuity of care and better services children and families.





COHI also expanded its focus on education and prevention. In collaboration with dental partner, Dr. McQuarrie, the team presented "The Tongue and Its Impact on Orofacial Development and Systemic Health" to medical providers at Riverside Health Care Facilities Grand Rounds. The presentation increased awareness of the connections between oral rest posture, structural development, and overall systemic health as part of our work to expand awareness and access to Myofunctional Therapy.

An additional quality improvement milestone was the launch of a daily toothbrushing pilot project in partnership with Couchiching Child Care Centre. Building on this initiation, COHI plans to expand daily tooth-brushing activities to additional sites in the next fiscal year, further embedding oral health promotion and prevention into children's everyday environments.

A total of 337 individual children received 1,336 direct client encounters

317	Dental Screenings
508	Fluoride Varnish Applications
54	Temporary Fillings
117	Dental Sealants
69	Silver Diamine Fluoride Applications
69	Dental Referrals
30	Consultations with Dental Provider
171	Consultations with Famliy Member/Gaurdian

*Number of Encounters & Service

Indigenous Midwifery

A model of care rooted in Anishinaabe approaches to family, ceremony, traditional knowledge and connecting to land as a part of birth.

This year, Maternal Child Health and the Indigenous Midwifery program, continued to strengthen culturally grounded maternal, child and family wellness through relationship-building, shared learning and the development of community-based supports. Various engagement with Elders, birth workers, doulas, midwives, health professionals and partner organizations created meaningful opportunities to connect, exchange knowledge, identify emerging needs and build collective capacity to support families throughout pregnancy, birth, postpartum and beyond.

A key area of growth was the continued development of our Birth Work Bundle. Birth worker gatherings and collaborative learning opportunities, including Moon Time Connections Training and an Indigenous Healthy Baby Healthy Children Collaborative Meeting, supported knowledge sharing and strengthened connections among Maternal Child Health, Community Health Nursing, community doulas and partner organizations. These gatherings provided space for open discussion, inspired new ideas and helped identify opportunities to further develop culturally responsive birth supports within communities.

Capacity-building remained an important focus throughout the year. Learning beyond the region provided inspiration for program development through visits to the Toronto Birth Centre, Seventh Generation Midwives Toronto and Kenhtè:ke Midwives in Southern Ontario. These visits offered valuable insight into different Indigenous midwifery models, operations and approaches to care, while creating new relationships within the broader Indigenous Midwifery Network. The experience generated ideas and learning that can help inform the continued growth of Indigenous midwifery and birth work within Grand Council Treaty #3.



*Number of Encounters & Service

The Anishinaabe Midwife completed 327 direct client encounters with 35 clients and supported 5 births

A “watch party” hosted for the National Council of Indigenous Midwives annual online forum was attended by 23 people including Elders, Doula’s, IHBHC Workers, Health Directors and staff from Giishkaandago’Ikwe Health Services IMP, COHI, Community Health and Child’s First programs. The presence and sharing of stories, generational knowledge and teachings from our community Elders was invaluable.



The Anishinaabe Elder Midwife and two recently trained doulas also expanded their knowledge and connections through participation in the National Council of Indigenous Midwives Annual Gathering and the Canadian Association of Midwives Conference. These opportunities supported learning from Indigenous midwives, Elders, birth workers, health leaders and partners from across the country while celebrating culture, sharing stories and strengthening relationships.

Maternal Child Health engagement was further supported through 24 Women’s Wellness Clinics, delivered in collaboration with Gizhewaadiziwin Health Access Centre and Community Health. These clinics provided one-to-one access to an Anishinaabe Elder Midwife, Nurse Practitioner, Community Health Nurse and Cancer Care Ontario, offering culturally rooted services such as cervical and STI/BBI screening, breast health education, sexual wellness support, prenatal and postpartum care, and drop-in counselling.

Together, this year’s activities demonstrate a growing and connected approach to Maternal Child Health—one grounded in culture, relationships, community knowledge and continuous learning. By bringing together Elders, Indigenous midwives, doulas, health professionals, communities and partner organizations, the program is strengthening local capacity while drawing inspiration from Indigenous-led models across Ontario and Canada. This work continues to create a strong foundation for the restoration, growth and future development of culturally grounded birth work and Indigenous maternal and child health services within communities.

Child's First Initiative

The Child's First Initiative is a child and family centered, culturally grounded and community based program offering a range of assessment, treatment and support services through a multidisciplinary team approach to build health, education, social and cultural supports tailored to the child's needs that can grow with them through all stages of their development.

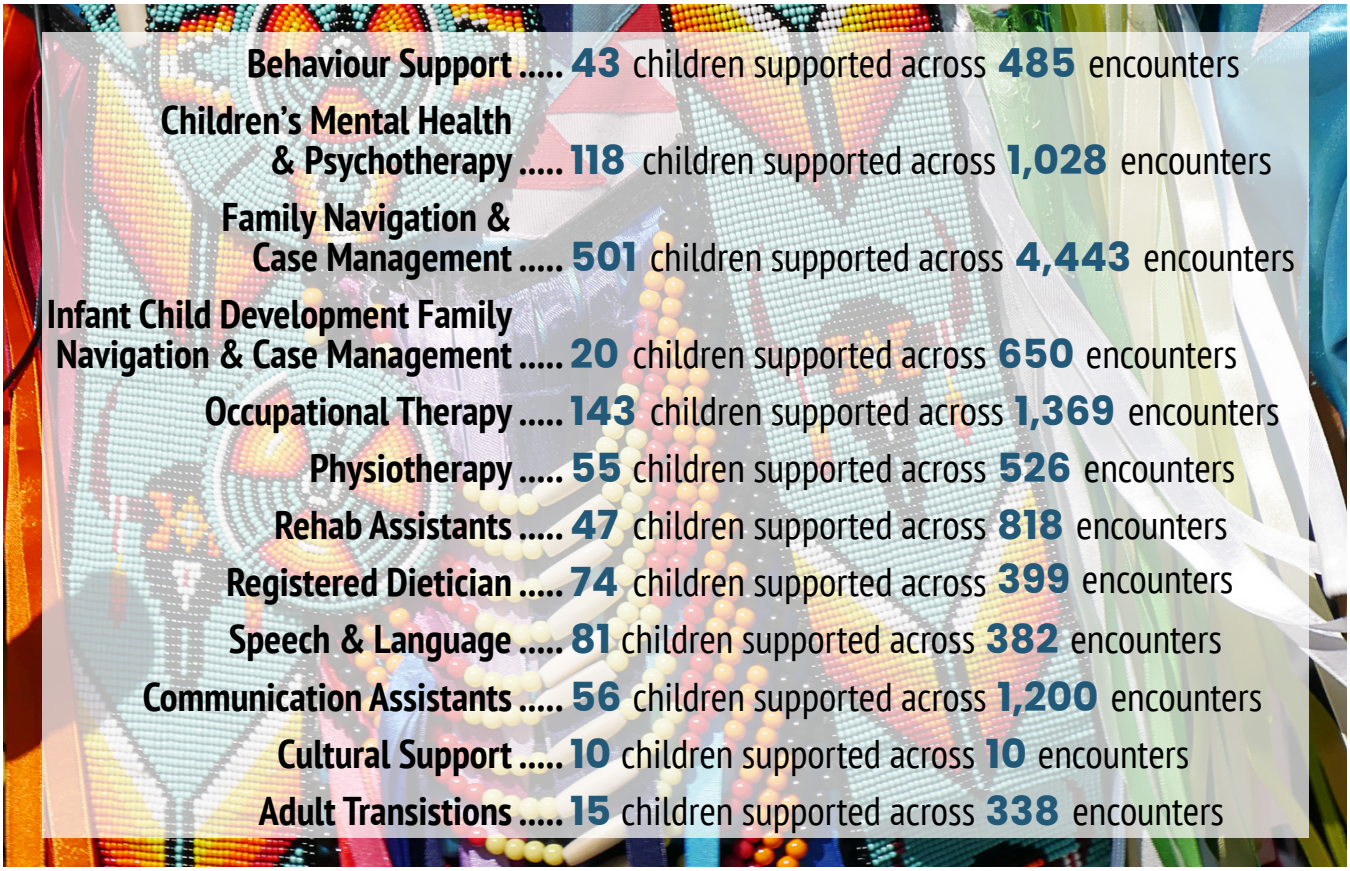
The Child's First Initiative (CFI) team strengthened its admissions pathway this year to improve quality, efficiency and timely access to services. The centralized admissions framework successfully managed 165 referrals, providing families with a consistent and streamlined entry point into the program. Quality assurances is embedded through a weekly management review and triage process, ensuring each referral is evaluated, monitored and appropriately prioritized. The case management team serves as the primary point of contact throughout intake, supporting families with documentation, service coordination and system navigation. This structured, multidisciplinary approach is designed to reduce service wait times, strengthen clinical alignment, and support continuity of care. By prioritizing timely intake and coordinated transitions to therapeutic services, CFI continues to enhance service responsiveness and the overall experience of children and families.

Building onto this streamlined service entry pathway; another major milestone for 2025-2026 was addressing the geographical barriers families face when trying to access specialized diagnostic services. Improving upon previous approaches to removing barriers to access to diagnostics, a new partnership was developed to coordinate on site clinics two times per year. Backed by flow-through community funding, these vital assessments offer localized care and supported 21 assessments to the Treaty 3 area. Families can access critical Psycho-educational, ASD or dual assessments in their own community removing the need for travel to larger urban centres like Winnipeg or Thunder Bay.



Our multi-disciplinary team **provided targeted service to 501 children** in 2025-2026. Additional services to support children and families beyond direct individualized client services, included:

- Early Years Playgroups
- Kids in the Kitchen and Food Support Groups
- "Stirring Up Strength" girls wellness group
- Physical and wellness activity days
- Transition To School Engagement Playdates
- Infant Massage



The Child's First Initiative team completed 11,540 direct encounters with 501 children

Looking Ahead

Traditional Anishinaabe maternal and child health practices have been disrupted through colonization, medical displacement and systemic barriers to culturally safe care. Giishkaandago'Ikwe Health Services remains committed to strengthening the continuum of children's services and maternal health care with spiritual, physical, emotional and mindful support within a cultural context via enhanced community based/mobile solutions in Southern Treaty 3. We aim to leverage current investments to guide the long-term development of safer, community-led maternal child health supports rooted in Anishinaabe teachings, medicines, language, and ceremony in parallel with best practice and evidence-based prevention and intervention. 2026-2027 will remain focused on engagement, planning and implementation of these critical service enhancements with the guidance of our teams, Elders and communities at the forefront.









GIISHKAANDAGO'IKWE

HEALTH SERVICES

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to everyone that played a role in our commitment to Mino Ayawin



























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