



Sioux Lookout
First Nations
Health Authority

2026 Spring Report

Seegwan ᓃᓃᓃ





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Purpose

The purpose of this report is to continue the practice of increased reporting to strengthen the accountability, transparency and communications of Sioux Lookout First Nations Health Authority (SLFNHA).

The goal is to share high level information in advance of the Annual Report and the Annual General Meeting (AGM) with the objective of supporting communication and dialogue at the community level and providing increased opportunities and mechanisms for feedback from communities.

Feedback on activities in this report can be provided by reaching out to your representative on the Board of Directors, the Chiefs Council on Health (CCOH), or by contacting Sonia Isaac-Mann, President & Chief Executive Officer (CEO).



Message from Chiefs Council on Health



**Clifford
Bull**

CCOH Co-Chair

The CCOH continues to advocate on matters of health on behalf of the Sioux Lookout area First Nations, with technical support from the SLFNHA.

Specifically, since our last report, the CCOH has been supporting work on several issues in our region, including:

- Continuing to develop the CCOH 5-Point Strategy for First Nations Authority and Control over Health.
- Continued advocacy for increased cultural sensitivity and equitable First Nations representation at the Sioux Lookout Meno Ya Win Health Centre (SLMHC).
- Supporting the process to promote First Nations jurisdiction over public health.

These work items form a part of the CCOH's broader role of providing ongoing political advice and advocacy support on behalf of regional First Nations. The role of the CCOH is to "provide ongoing political direction, advocacy, and oversight in achieving First Nations self-determination over the regional health care system as mandated by the Sioux Lookout area Chiefs."

First Nations Authority and Control Over Health – 5-Point Strategy

The CCOH efforts to advance the 5-Point Strategy (2023) workplan elements continue:

- Nation-Driven Decision Making Processes.
- Systems Planning through Multi-Lateral Negotiations.
- Identification of the Role of Devolution/Transfer.
- Assert our Traditional Governance & Protect our Treaty and Inherent Rights.
- Legal Strategy to address discrimination in the health care system.

Next steps include meeting with the Nishawbe Aski Nation (NAN) Chiefs Council on Health Transformation (CCHT) to discuss a regional approach and how to 'bring things together' through innovative approaches.

We commit to sharing CCOH updates and advising on communication and information sharing pathways to gather ongoing direction from all Chiefs.



**Donny
Morris**

CCOH Co-Chair



Chiefs Council on Health

- Representatives from five (5) Tribal Councils, two (2) independent First Nations, one (1) Treaty #3 area representative, and two (2) Elders.
- Provide ongoing political direction, advocacy, and oversight in efforts to increase First Nations self-determination, and Authority and Control over Health.
- Lobby and advocate for the removal of systemic barriers to achieve equitable healthcare.

Current Membership

Chief Donny Morris	Independent First Nations Alliance
Chief Clifford Bull	Lac Seul First Nation
Chief Eddie Mamakwa	Shibogama First Nations Council
Chief Lorraine Crane	Windigo First Nations Council
Chief Delores Kakegamic	Independent First Nation (Sandy Lake)
Chief Merle Loon	Independent First Nation (Mishkeegogamang)
Chief Bernadette Wabonge	Treaty #3 Communities Representative
Vacant	Keewaytinook Okimakanak
Sharon Sakanee	Matawa First Nations Council Appointee
Grace Matawapit	Female Elder
Hammond Lac Seul	Male Elder

Message from **Board of Directors**



**Cynthia
Fiddler**

SLFNHA Board Chair

Boozhoo and Hello,

On behalf of the SLFNHA Board of Directors, we are excited to share several new developments that are taking place with the Board.

The SLFNHA Strategic Plan 2022-2027 has entered the phase of evaluation. We will look at the accomplishments and what work remains. The evaluation phase had a soft launch with the Chiefs at the 2025 AGM. We will provide an update at the upcoming 2026 AGM.

An evaluation will help to assess progress and inform the next strategic cycle. The next strategic plan will further define the organization's directions, set long-term goals, and establish a roadmap to implementation.

A Board of Directors Governance Manual and Policy Manual are currently being finalized to produce an orientation tool that will enhance onboarding and recruitment for Board members. All materials are in compliance with SLFNHA policies, corporate By-Laws, and the Ontario Not-for-Profit Corporations Act, 2010.

We commit to do our best to find the right balance between doing things based on our First Nations teachings and values, while also following the requirements of a corporate structure.

The Board recognizes the hard work and dedication of the SLFNHA Executive and staff. Many challenges remain and there is a lot of work ahead. We remain committed to supporting First Nations in the Sioux Lookout region.



Board of Directors

- Representatives from five (5) Tribal Councils, two (2) independent First Nations, and two (2) Elders.
- Responsible for policies, governance practices and strategic planning.
- Provides annual reports to the membership via the AGM.
- Adapt priorities based on the Chief's direction received at the AGM.

Current Membership

Cynthia Fiddler	Independent First Nation (Sandy Lake)
Michelle Kakegamic	Keewaytinook Okimakanak
Tanya Bottle	Independent First Nation (Mishkeegogamang)
Rhoda Angees	Shibogama First Nations Council
Samuel McKay	Independent First Nations Alliance
Vacant	Windigo First Nations Council
Wanda Atlookan-Sugarhead	Matawa First Nations Council
Thomas Spade	Elder, Male
Vacant	Elder, Female

Message from **President & Chief Executive Officer**



**Sonia
Isaac-Mann**

President & CEO

We are pleased to provide SLFNHA's third Spring Report as a way of providing ongoing information to leadership about the services and strategic activities of SLFNHA.

I am also pleased to report that this summer will mark my third year serving as President & CEO. Through this time, I have come to witness great work happening in the region. The opportunities for collaboration and integration exist and we have been working to facilitate discussions with our health system partners.

We are making great strides to align the work and are exploring innovative discussions. The joint SLFNHA/NAN Mental Health Forum is a great example of how unity can lead to broader dialogue and solution-focused discussions. This is only one example of a successful partnership discussion leading to implementation and action.

Key milestones in health transformation, community engagement, and service experience demonstrate the organization's commitment to enhancing client care, integrating services, and reinforcing First Nation leadership in health programming.

In fulfilling my role, I remain dedicated to the mission, vision, and values of the organization and to advancing the strategic vision that was developed by the SLFNHA Board, CCOH, and Tribal Council representatives.

On behalf of the Executive team, we welcome community invitations to learn what your community priorities are and to work on solutions with you.

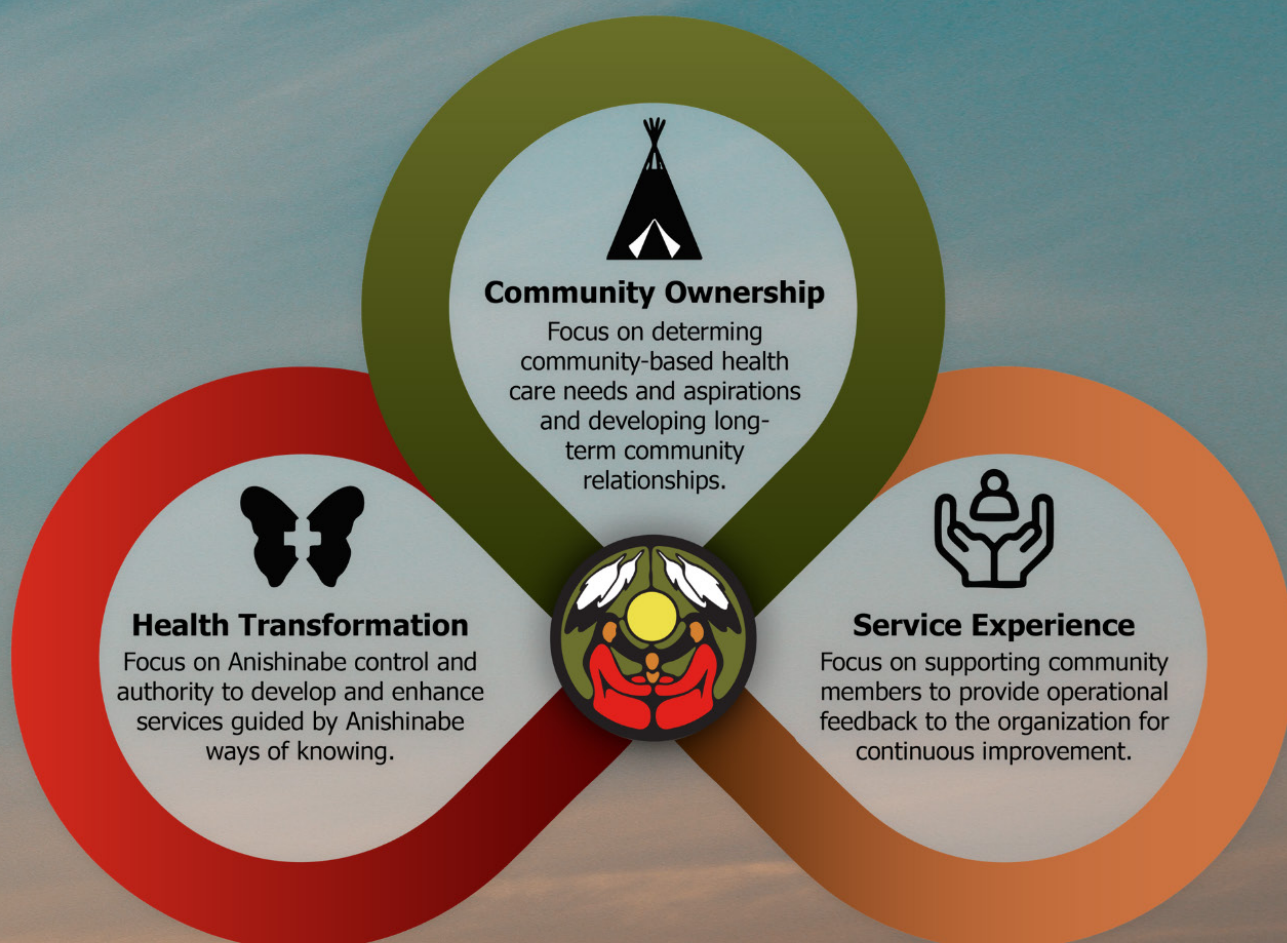




Sioux Lookout
First Nations
Health Authority

Strategic Directions

2022-2027



Mission

Transforming the health of Anishinabe people across Kiiwetinoong by providing community led services and a strong voice for their community health needs.

Vision

Resilient and healthy Nations supported on their path to wellness.

Values

We value respect, relationships, culture, equality, and fairness. We work to protect the Anishinabe teachings of love, courage, respect, wisdom, truth, honesty, and humility.

Strategic Directions Overview

COMMUNITY OWNERSHIP

Focus on determining community-based health care needs and aspirations and developing long-term community relationships.

Status

Strong, stable, and embedded.

What We're Seeing

- Community-led program design and engagement is now routine.
- Cultural safety and community voices are built into how work happens.
- Fewer delays and fewer “off-track” items over time.

What This Tells Us

Community Ownership is no longer a “strategy on paper” — it is becoming how SLFNHA operates.

HEALTH TRANSFORMATION

Focus on Anishinabe control and authority to develop and enhance services guided by Anishinabe ways of knowing.

Status

Active, long-term, still unfolding.

What We're Seeing

- Continuous system modernization (Technology & Health Systems, Quality Assurance, Finance, workforce).
- Fewer short-term completions, but strong multi-year momentum.
- Work is complex, interdependent, and jurisdictional by nature.

What This Tells Us

Transformation is happening — but it takes time. The question is no longer if but how to sustain and sequence it well.

SERVICE EXCELLENCE

Focus on supporting community members to provide operational feedback to the organization for continuous improvement.

Status

High impact, high strain.

What We're Seeing

- Largest number of initiatives every year.
- Most “slightly off track” or delayed items.
- Strong commitment despite staffing, travel, and workload pressures.

What This Tells Us

This is where strategy meets real life. The data reflects pressure, not failure. It signals a need to strengthen capacity, supports, and systems around frontline care.

Big Picture Interpretation (2022 - now)

- The Strategic Plan is alive and actively implemented.
- Progress is strongest where work is relationship-based and community-driven.
- Strain appears where work is client facing and operationally intense.
- System change is happening — but requires time, workforce stability, and sequencing.

Evaluation Bottom Line

SLFNHA is not asking: “Did we do the work?” We are now ready to ask: “Is this work still the right work — and how do we make it last?”

- What parts of the strategy are working well and should be protected?
- Where do we need to do less, what do we need to do differently, or what needs more support?
- How well does the Strategic Plan still reflect community priorities today?
- What should the final two years (2025– 2027) focus on: growth, refinement, or sustainability?

Milestones & Highlights

SLFNHA continued making progress across its main areas of work, including community programs, improving the organization, and strengthening leadership and governance. Important achievements during this time included expanding community-based training programs, improving and rolling out quality assurance and reporting systems, and increasing coordination between departments.

Community Ownership initiatives stayed highly active through community-led programs, cultural activities, and stronger partnerships with Indigenous leaders and regional organizations. This reflects SLFNHA's commitment to self-determination and community-led health governance.

Health Transformation efforts also continued to grow, especially in improving financial systems, technology, and quality processes. This work was supported by staff training and ongoing alignment with organizational policies.

Service Experience remained the organization's busiest area because of SLFNHA's focus on direct services. This includes helping clients access services, coordinating care, and running frontline programs. These areas show both the large number of people SLFNHA supports and the complexity of the services provided.

Overall, the results show steady progress toward better-connected systems, stronger governance, and expanded community-driven programs. While many projects are designed to take place over several years, the organization continues to move forward in line with its strategic goals, giving the Board and stakeholders confidence in SLFNHA's direction and ability to deliver results.



Sandy Lake Community Health Hub Grand Opening, April 2026

President & CEO

- Sioux Lookout area CCOH virtual meeting.
- SLFNHA Partnership Meetings (on-going):
 - NAN.
 - SLMHC.
 - Indigenous Services Canada (ISC).
 - Sioux Lookout Regional Physician Services Inc. (SLRPSI).
- SLFNHA Board of Directors – Governance Training 2026.
- SLFNHA Strategic Management Framework.

Strategic Policy, Planning & Quality (SPPQ)

- SLFNHA Radio Connect - Wiindamekewinan 12 episodes aired.
- SLFNHA Wellness Planner roll out began January 2026.
- Quality Assurance team coordinated film project to document the Client Journey.
- SLFNHA Strategic Plan Evaluation Framework development.
- SLFNHA Coroner's Request Process Development.
- SLFNHA Strategic Plan Evaluation Soft Launch.
- SLFNHA and Keewaytinook Okimakanak Memorandum of Understanding (MOU) Partnership conversations.
- SLFNHA/NAN Joint Mental Health Forum 2026 and Mental Health Task Force Meeting.

Events Coordination

- SLFNHA participated in the Lil Bands Hockey Tournament 2026.
- SLFNHA participated in Northern Bands Hockey Tournament 2026.

People & Culture – Human Resources

- SLFNHA Health Standards Organization (HSO) Action Planning with departments.
- SLFNHA Years of Service, Service Excellence Awards & Employee Recognition Event.
- Community/Partners Career Fairs/Events Participation.
- Annual Performance Evaluations.
- SLFNHA Curling Fun Spiel 2026.



Milestones & Highlights (continued)

Finance & Corporate Services

- SLFNHA Budget Planning for 2026-2027 Fiscal Year.
- SLFNHA donates to the Sioux Lookout Bombers Mental Health Awareness Hockey Game.
- SLFNHA Risk Assessment Framework development – Risk Officer in place.
- SLFNHA Procurement – Employee Community Clothing Allocation Plan.
- Health Hubs opened in Weagamow and Sandy Lake First Nations.
- Artificial Intelligence (AI) protocol and training.

Regional Services

- SLFNHA advocacy re: Non-Insured Health Benefits (NIHB) – joint technical table.
- SLFNHA Serious Occurrence Incident Reporting process review.
- Kiiwe MinoYaawin Return to Wellness: Wholistic Family Camp February 2026.
- Aniike Wiindamakewinan Elders & Knowledge Keepers Gathering 2026.

Community Health

- SLFNHA Health Directors Meeting January 2026.
- SLFNHA Cancer Survivorship Campaign Launch January 2026.
- SLFNHA Data Gathering February 2026.
- SLFNHA Best Practice Champions Training.
- SLFNHA Giwiidabindimin Trauma & Grief Training.
- SLFNHA Public Health Negotiations Table Meeting.
- Nodin program name change – Crisis Response Program is now Social Emergency Response Services.
- Organizational Social Emergency Response in place using Incident Management System.
- SLFNHA Research Framework development.
- SLFNHA Seeds to Reconciliation Workshop, Roots to Reconciliation Workshop.
- Indigenous Tools for Living Workshop.
- Bringing Care Home: Taking Care of Our Own Gathering 2026.
- Ministry of Emergency Preparedness and Response – Emergency Management Training Blitz 2026.
- Health Services and Mental Health Planning and Restructuring work.
- SLRPSI – Physician Services new agreement signed.
- Physician Specialist Services is continuing to be developed.
- Best Practice Spotlight Organization – Started implementation of standards.
- Nursing – Initiated the development of Business Case.



Elders and Knowledge Keepers Gathering, March 2026



Cancer Survivorship Campaign Launch, March 2026

Executive Overview

President & Chief Executive Officer



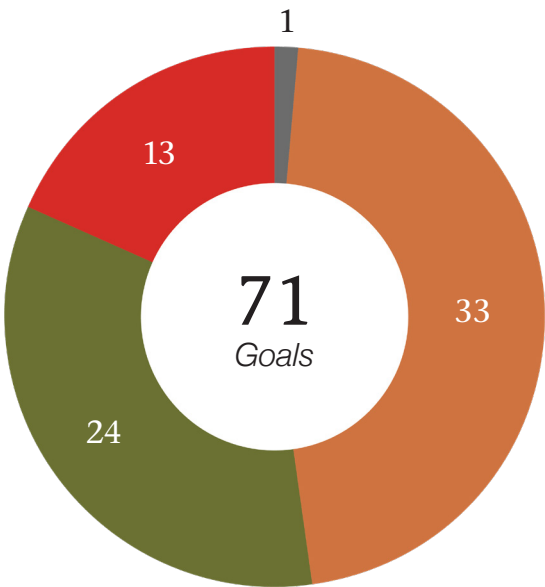
**Sonia
Isaac-Mann**
President & CEO

Under the President & CEO, the team continued working on leadership and organization goals, helping guide the organization’s strategy and supporting teamwork across departments.



Strategic Direction Alignment

- Community Ownership**
Work focused on strengthening relationships with Chiefs, Elders, and community leadership, including development of the Health Directors Network.
- Service Experience**
Activities supported organizational communication and engagement initiatives, including staff engagement and information sharing.
- Health Transformation**
Initiatives supported governance alignment and accreditation activities that strengthen organizational quality systems.
- Administrative/Operational**
Routine executive governance and operational oversight continued to support strategic implementation.



Finance & Corporate Services



Brian Calleja

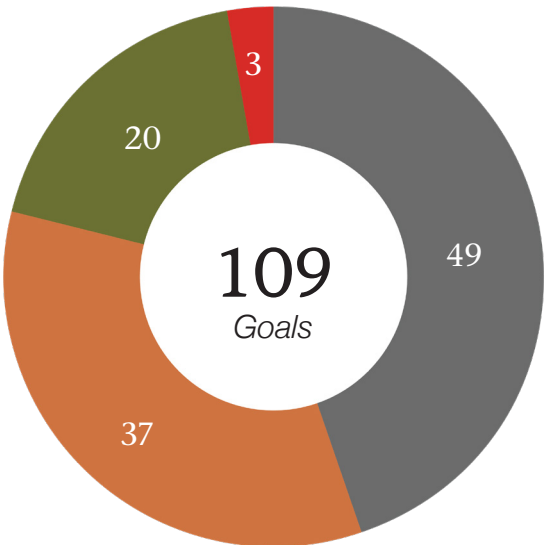
Vice President, Finance & Corporate Services

This team was highly involved in putting work plans into action, especially by improving and modernizing technology and internal systems.



Strategic Direction Alignment

- Community Ownership**
Initiatives supported community-facing infrastructure and operational supports that enable service delivery.
- Service Experience**
Work focused on financial modernization, digital system improvements, and development of organizational policies.
- Health Transformation**
Initiatives supported frontline programs through improvements to procurement, travel coordination, fleet management, and facility operations.
- Administrative/Operational**
Continued operational stability in Finance, Technology & Health Systems, and facilities support services.



Regional Services



Monica Hemeon

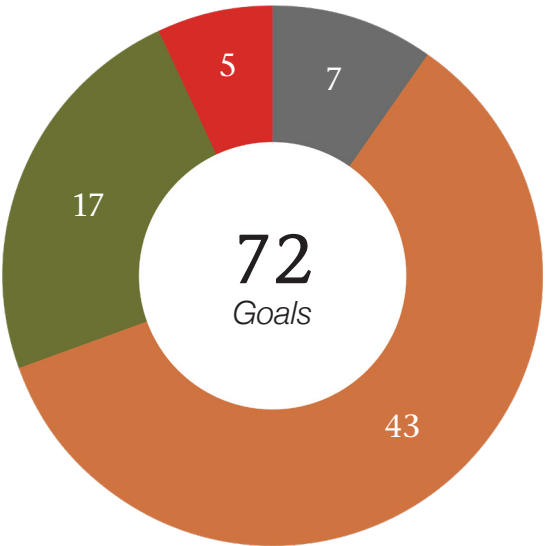
Vice President,
Regional Services

This team showed strong progress in completing reports and improving coordination, referrals, and teamwork between organizations.



Strategic Direction Alignment

- Community Ownership**
Partnership pathways strengthened between regions and communities.
- Service Experience**
Work focused on referral and quality pathways service coordination and program integrations.
- Health Transformation**
Initiatives supported improvements to transportation safety, security practices, and staff training.
- Administrative/Operational**
Standard reporting and operational continuity maintained.



Community Health



Janet Gordon

Vice President,
Community Health

This team was very active in wellness, mental health, and direct support services, with especially strong progress with Nodin Mental Health Services and Community Health Workers Diabetes project.

294 Total number of goals

68 Completed goals

183 In progress goals

43 Off track, not started, delayed, or cancelled goals

Strategic Direction Alignment

Community Ownership

Expansion of community-based training and culturally grounded programming.

Service Experience

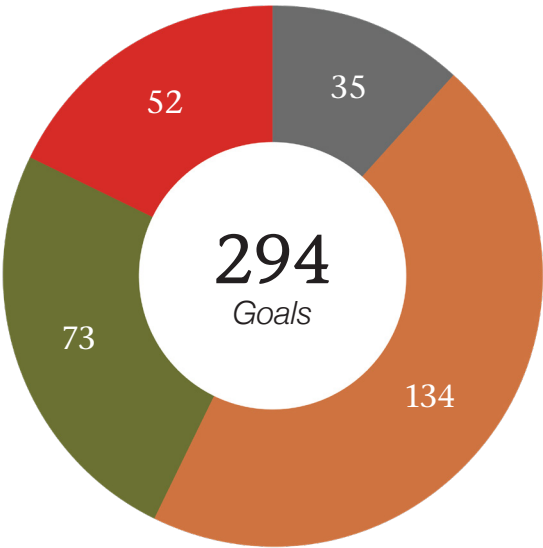
Activities supported development of trauma-informed and culturally-safe service models through workforce training and program development.

Health Transformation

Primary Care Team care coordination, Nodin service navigation, and client support processes remain active. Added focus on improving direct service delivery.

Administrative/Operational

Routine clinical and program operations supported frontline consistency.



Resolution Updates

The following is a summary of the activities related to the implementation of the 2025 Resolutions.

Resolution	Update
#25-06 – Support for SLFNHA to Address Health Funding Shortfalls	The issue will be added to the upcoming CCOH Meeting Agenda. SLFNHA will provide technical support to the development of a strategy. A letter to Minister Gull Masty was sent March 2026 regarding impacts of funding cuts to the Indian Residential School (IRS) funding. Regular meetings are being facilitated between SLFNHA and ISC, where joint priorities and funding issues are raised. In 2025, SLFNHA conducted an analysis of some of the shortfalls in funding and a health economist assisted in costing out the gap. The rationale and costing was submitted to ISC in February 2025 and a response or acknowledgment of this work has not been provided by the federal government. The report outlined required increases in resources in areas including optometry, health information, mental health services, client coordination for medical services and transportation and many other areas of need. A relationship accord is being drafted between SLFNHA and NAN, that will outline role, scope, and function of both organizations. This partnership will also include a Data Sharing Agreement, as it is understood that a similar exercise was done at NAN and this information sharing could inform a strategy. A joint meeting between the Sioux Lookout area CCOH and the NAN CCHT is being planned for summer 2026.
#25-07 - SLFNHA Board of Directors to Explore Amendments to By-Law #1 Regarding Quorum and Traditional Governance	SLFNHA's legal advisors have met to discuss options for this resolution. SLFNHA's corporate lawyer is reviewing how to amend the by-law text to support First Nations governance over meeting procedures, alongside general legal considerations. SLFNHA will seek out traditional knowledge keepers and sources to help with drafting supporting information for the by-law.



Walk for Truth and Reconciliation, Sioux Lookout, ON, September 2025
Photo by Nick Bresson

Closing

We look forward to continuing the work to keep First Nations and partners informed of the work occurring at SLFNHA. We remain committed to working towards the mission, vision, and values of the organization.

Mission

Transforming the health of Anishinabe people across Kiiwetinoong by providing community-led services and a strong voice for their community needs.

Vision

Resilient and healthy Nations supported on their path to wellness.

Values

We value respect, relationships, culture, equity, and fairness. We work to protect the Anishinabe teachings of love, courage, respect, wisdom, truth, honesty, and humility.

Wishing you, your families, and communities health and wellness.

Miigwetch.





Sioux Lookout
First Nations
Health Authority

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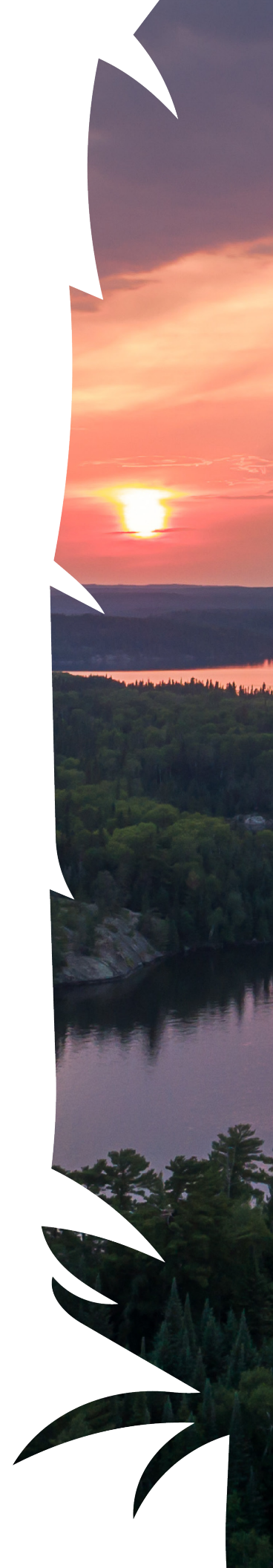
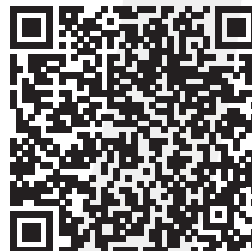
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