

INDIGENOUS PRIMARY HEALTH CARE COUNCIL

2025-2026

Stronger Together

ANNUAL REPORT

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Message from our Chief Executive Officer

Aaniin! Boozhoo!

To our Members, Partners, and Communities,

This past year has been one of meaningful growth and strengthened impact for the Indigenous Primary Health Care Council. As we reflect on 2025-26, I am proud of the progress we've made advancing Indigenous-led, wholistic, health transformation across Ontario. Our work continues to be guided by community voices, strong relationships, and the leadership of our member organizations.

Over the past year, we expanded key initiatives to meet emerging needs, including enhanced Indigenous Cultural Safety curriculum with specialized streams in mental health, corrections, and psychotherapy. We also advanced work in maternal health and developed resources to support culturally grounded approaches to advanced care planning.

A significant milestone was the creation of new tools that strengthen system accountability, including Supporting ICS Accountability in Practice: An IPHCC Guide for IPHCOs Working with Mainstream Partners, which helps build stronger partnerships and meaningful commitments to cultural safety.

We also made important progress in Self-Identification and established the Research & Ethics Advisory Collaborative Team (REACT), strengthening culturally grounded approaches to identity-based data that uphold Indigenous data sovereignty and support equitable, community-driven care.

To further strengthen member engagement, we launched a new Engagement Committee that creates clearer opportunities for members to shape IPHCC priorities and ensure our work remains responsive to frontline realities.

These achievements would not be possible without our members and the communities you serve. Thank you to our Board of Directors, Elders, Knowledge Holders, staff, and partners for your leadership, collaboration, and commitment.

As we look ahead to 2026-27, we remain committed to advancing Indigenous-led health transformation and supporting members through ongoing system changes. We are continuing to grow, expand our supports to new members through an ever-improving onboarding process. Together, we are building a future where Indigenous peoples experience equitable, culturally safe, high-quality care.

In solidarity,
Caroline Lidstone-Jones
Chief Executive Officer

Remarks from the Board Chair



To our Members, Partners, and Communities,

On behalf of the Board of Directors, I am honoured to reflect on a year marked by steady growth, strengthened relationships, and continued progress toward Indigenous-led health system transformation. The 2025/2026 year reaffirmed the essential role that IPHCC plays in supporting member organizations and advancing equitable, culturally grounded primary health care across Ontario.

This year, the Board focused on strengthening governance practices to ensure IPHCC remains responsive, accountable, and positioned for long-term impact. We advanced our multi-year strategic priorities, deepened our commitment to Indigenous data sovereignty, and supported the organization through key operational improvements that enhance transparency and member engagement. These efforts reflect our responsibility to steward the organization in a way that honours community direction and upholds the values that guide our work.

We are proud of the achievements realized across the organization this year. The breadth of our work and programming demonstrate the strength of IPHCC's leadership and the dedication of its staff. These accomplishments directly support members in delivering high-quality, culturally safe care.

The Board also continued to advocate alongside members on issues such as primary care reform, sustainable funding, and Indigenous mental health. Your voices shaped our priorities and ensured that Indigenous-led solutions remained central in provincial discussions.

To our members: thank you for your trust, your leadership, and your unwavering commitment to community wellness. Your work inspires ours. I also extend gratitude to our Elders, Knowledge Holders, CEO, staff team, and partners who contribute to this shared vision.

As we look ahead, the Board remains committed to guiding IPHCC with integrity, accountability, guided by cultural connection and purpose, with a clear focus on supporting Indigenous-led health transformation.

In respect and partnership,
Laureen Linklater-Pizzale
Chair, IPHCC Board of Directors

Our Vision, Mission & Values

Our Vision

The IPHCC envisions a world where:

- The health and well being of all Indigenous Peoples in Ontario is restored and assured.
- Health systems provide Indigenous Peoples with high quality care, empathy, dignity, and respect.

Our Mission

The IPHCC uses Indigenous solutions to transform Indigenous health outcomes and decolonize health systems by:

- Empowering the voices of Indigenous Peoples and communities to effect change.
- Partnering with Indigenous communities, mainstream health organizations and government agencies.
- Gathering and sharing data about the health status of Indigenous Peoples in Ontario and inequitable service gaps.
- Equipping Council members with the tools, training and networks to provide quality health care.

Touchstone Values

- We honour Indigenous knowledge systems.
- We promote Indigenous health in Indigenous hands.
- We respect that culture is treatment.
- We create respectful relationships.
- We endorse community-based approaches to healing and wellbeing.
- We value and support staff throughout our network.
- We are open to learning from each other.
- We establish and promote safe spaces.
- We laugh together.

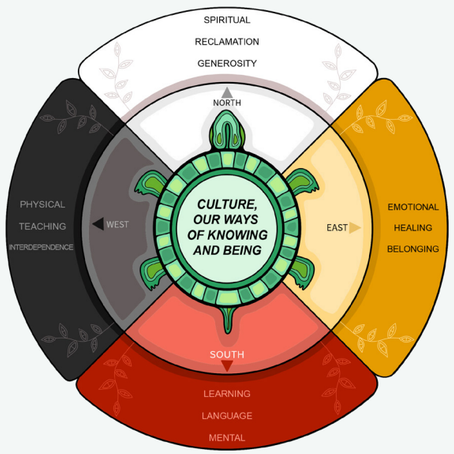
As we move into the next fiscal year, the IPHCC reaffirms its commitment to supporting our members in addressing critical issues affecting Indigenous health in Ontario.



Culture is Treatment.
Culture is Healing.

The IPHCC embraces a wholistic model of health and wellbeing that is grounded in Indigenous worldviews, honouring the interconnectedness of all aspects of life. This **Model of Wholistic Health and Wellbeing (MWHW)** is built on the foundational understanding that health is more than the absence of disease. It is a dynamic balance of physical, spiritual, mental, and emotional wellness, rooted in identity, community, and connection to the land.

The MWHW is a community-driven, culturally grounded, and strength-based approach to primary health care. It centers traditional healing as the first point of care, honouring the knowledge and wisdom of Indigenous Peoples and recognizing that true wellness is inseparable from identity, land, language, and sovereignty.



Learn more about the MWHW

MEMBERS MAP



To see all 68 locations where IPHCC members serve, visit iphcc.ca.

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Indigenous Interprofessional Primary Care Teams

Analysis of the 2025/26 QIP Submissions

1925

An average of 1925 clients attended traditional teachings, healing practices, or ceremonies

55%

of eligible individuals are up-to-date with breast cancer screening

59%

of patients or clients with type 2 diabetes are up-to-date with HbA1c monitoring

59%

of screen-eligible people are are up-to-date with colorectal tests

86%

of clinicians use provincial digital health tools (all tools combined)

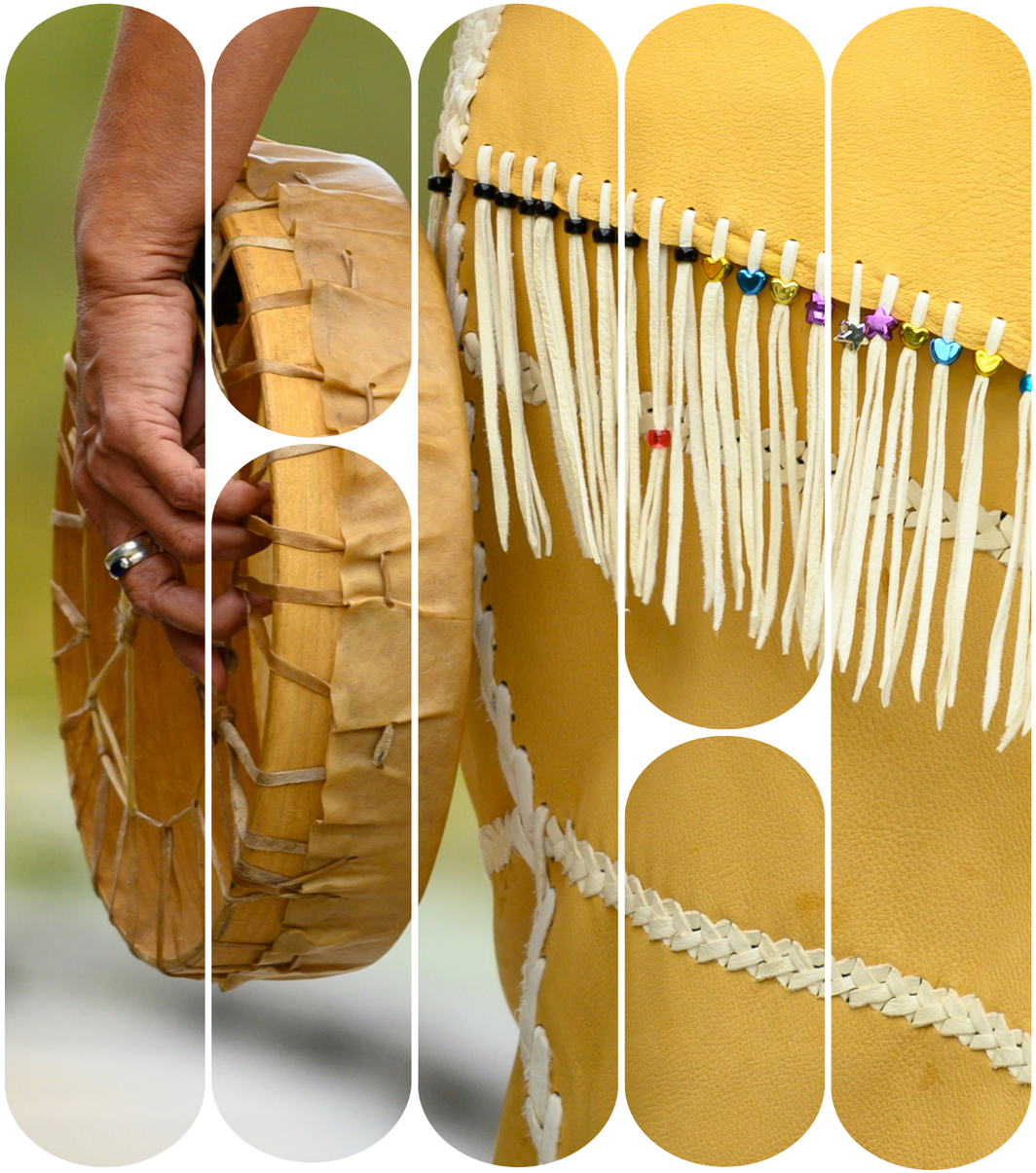
58%

eligible clients receive mental health care from a Cultural Practitioner

This summary highlights key insights from the 27 Indigenous Interprofessional Primary Care Teams that submitted a 2025-26 Quality Improvement Plan (QIP).

PROGRAM UPDATES

Traditional Wellness and Reconciliation



Traditional Wellness and Reconciliation Team

This year, the Indigenous Cultural Safety and Traditional Healing and Wellness teams came together to form the Traditional Wellness and Reconciliation (TWR) Team. This integration strengthens IPHCC's capacity to advance Traditional Healing, Indigenous cultural safety, and reconciliation across Ontario's health system.

Working alongside IPHCC members, Indigenous communities, Elders, Knowledge Holders, and health system partners, the TWR Team advances and sustains Traditional Healing and wellness practices as foundational to Indigenous primary health care. Grounded in Indigenous ways of knowing and strong relationships, this work supports the continued strength and sustainability of Traditional Healing while advancing Indigenous cultural safety and meaningful systems change.

Key priorities include workforce development, advocacy, Indigenous cultural safety, resource development, organizational and systems change, and strengthening opportunities for learning, inclusion, and retention across the health sector.

Indigenous Cultural Safety: Curriculum and Learning Initiatives

The Foundations of Indigenous Cultural Safety course continues to provide essential learning for individuals and organizations working to strengthen culturally safe practices across the health and social service sectors. This year, the course saw strong participation from health care providers, organizations, and system partners across Ontario committed to advancing reconciliation and improving the quality and cultural safety of care for First Nations, Inuit, and Métis Peoples.

Registrations Processed (2025): 2,464

Certificates Issued (2025): 2,580

Continued participation in the course reflects a growing commitment across the health and social service sectors to Indigenous Cultural Safety as an essential component of quality care and service delivery.

Indigenous Cultural Safety: Mental Health

The Indigenous Cultural Safety in Mental Health course strengthens culturally safe, trauma-informed, and Indigenous-informed approaches across mental health services. The course continues to engage mental health professionals, policy staff, and organizational leaders committed to improving the quality of care and addressing barriers experienced by First Nations, Inuit, and Métis Peoples.

Through Indigenous-led and culturally grounded education, the course builds knowledge, encourages reflection, and contributes to broader systems change in mental health care.

Registrations Processed (2025): 601

Certificates Issued (2025): 481

Indigenous Cultural Safety: Customized Training & Workshops

Throughout the year, IPHCC designed and delivered customized Indigenous Cultural Safety training and workshops to strengthen culturally safe practice and support meaningful relationship building across the health, education, and public sectors.

Training was delivered to **18** agencies, including:

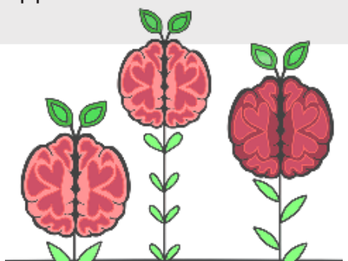
- Indigenous Primary Health Care Organizations (IPHCOs)
- Community Health Centres
- Ontario Health Teams
- Governmental bodies
- Educational institutions

These sessions reached a total of **3,325** participants.
Workshop topics included:

- Traditional Healing and Wellness
- Developing Meaningful Land Acknowledgements
- Building Meaningful Relationships with Indigenous Communities

Indigenous Trauma-Informed Care Workshop

This year, IPHCC launched a new Indigenous Trauma-Informed Care Workshop that strengthens culturally safe, wholistic care through an Indigenous lens. The well-received workshop expands Indigenous Cultural Safety learning opportunities across sectors.



Resource & Toolkit Development

This year, the TWR Team prioritized the revision and enhancement of existing resources to ensure materials remain current, accessible, and reflective of evolving terminology and community-informed approaches.

Updated Resources Included:

Guides

- Culturally Appropriate Language Guide
- Respectful Engagement in Indigenous Cultural and Ceremonial Events
- ACTION Framework
- The Impact of Language on Indigenous Health
- History of Indigenous Peoples in Canada

E-Learning Modules

- Indigenous Cultural Safety in Mental Health
- Bioethics
- Indigenous Cultural Safety in Corrections
- Indigenous Cultural Safety in Psychotherapy
- Advanced Care Planning
- Maternal Health

Infographics

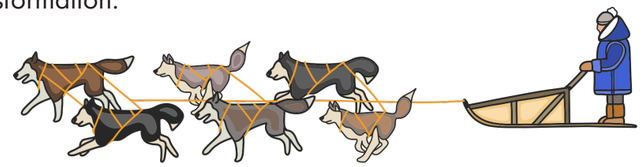
- Meaningful Land Acknowledgements
- Indigenous Anti-Racism in Practice
- Cultural Safety Continuum
- Understanding Unconscious Bias
- Medicine Wheel Teachings
- Social Determinants of Health

Toolkits

- Meaningful Engagement Toolkit
- NE IIKAANIGAANA – All Our Relations Toolkit

Organizational Change Framework

A new Organizational Change Framework was developed to support meaningful and sustainable organizational change toward Indigenous Cultural Safety. Grounded in self-reflection, anti-racism, accountability, and systems change, the framework provides practical guidance to help organizations identify opportunities for change, strengthen culturally safe practices, and advance wholistic transformation.



Traditional Healing Sector Focused Resources

Throughout the year, IPHCC continued to develop Traditional Healing resources and curriculum in collaboration with staff, Elders, Knowledge Holders, and community members, helping ensure the work reflects the diversity of Nations, knowledge systems, and perspectives across Ontario.

Indigenous Identity Affirmation:
A Wise Education and Implementation Guide

This resource package and accompanying workshop supports Indigenous and mainstream organizations in strengthening culturally safe and trauma-informed approaches to identity affirmation, reconnection, and belonging.

Valuing Cultural Practitioners:
A Compensation Framework for Indigenous Wholistic Care

Developed with Humani HR, this framework supports equitable and culturally grounded compensation for Traditional Healers, Knowledge Holders, and cultural practitioners.

Integrating Traditional Healing:
A Two-Eyed Seeing Approach

Created by IPHCC Program Coordinators, Elders, Knowledge Holders, and community members, this resource supports health care professionals in understanding and respecting Traditional Healing and in creating pathways for patients and clients to access Traditional Healing as part of their care when requested.





Safespace Networks

IPHCC continues to advance the Safespace Networks, an anonymous reporting tool designed to reduce barriers to reporting experiences of racism, discrimination, and culturally unsafe care within health care settings. Safespace provides a confidential and secure platform for those experiencing or witnessing anti-Indigenous racism and discrimination. The initiative supports:

- Amplifying Indigenous voices and lived experiences
- Identifying patterns and systemic issues
- Promoting accountability within healthcare systems
- Supporting proactive action to prevent culturally unsafe practices

Learn more

The Safespace Networks remains an important initiative in advancing accountable, responsive, and culturally safe healthcare systems for Indigenous Peoples.

Organizational Change Work

This past year, IPHCC saw strong interest from health and community partners seeking support to advance Indigenous Cultural Safety through meaningful organizational change. Key activities include:

- Ongoing leadership and staff workshops
- Tailored Indigenous Cultural Safety resources
- Customized Circle of Action Framework
- Indigenous Cultural Safety Indicator Handbook
- Organizational change assessments

This work helps organizations move beyond assessment toward meaningful action by addressing systemic barriers and fostering respectful, accountable, and wholistic environments for FNIM peoples.

Future Goals

IPHCC will continue to advance Indigenous Cultural Safety across Ontario's health system, strengthening approaches that promote culturally safe, accountable, relationship-based, and wholistic care, including but not limited to:

Expanding Indigenous Cultural Safety Workshops
Develop and launch a new Anti-Indigenous Bias Workshop to strengthen understanding, address systemic bias, and advance culturally safe and wholistic practices across Indigenous and non-Indigenous organizations.

Expanding the Safespace Network
Strengthen partnerships with Indigenous Primary Health Care Organizations, Ontario Health Teams, and other system partners to develop referral pathways and connections to supports. This work will strengthen Safespace as both a reporting platform and a pathway to meaningful support, accountability, and action.

The Safespace redesign aims to strengthen system-level accountability for addressing Indigenous-specific racism in healthcare by improving how reported experiences inform action and change. Through provincial partnerships, including regulatory bodies and health system organizations, the redesign will support shared responsibility for identifying patterns, addressing systemic issues, and advancing culturally safe care.



Health Systems Transformation



Health System Transformation

In 2025–2026, the Health System Transformation (HST) Team worked with Indigenous Primary Health Care Organizations (IPHCOs), Ontario Health Teams (OHTs), and provincial partners to advance health system transformation grounded in Indigenous worldviews, relational accountability, and self-determination.

Key areas of focus included strengthening Indigenous participation in health system planning, advancing Indigenous-informed indicators and accountability, and building relationships across the health system. This work continues to strengthen Indigenous leadership in shaping culturally safe, responsive, and equitable systems of care.

Indigenous Voices Shape Systems

Indigenous perspectives were brought into health system planning earlier and more consistently, helping shift engagement from late-stage consultation toward meaningful partnership and shared responsibility.

Key activies included:

- Advisory and coaching support to OHTs to strengthen Indigenous participation in integrated care and primary care expansion.
- Webinars and learning sessions to support IPHCOs and OHTs through IPCT expansion, Calls for Proposals, and Primary Care Action Plan processes.
- Direct engagement with the Ministry of Health and Ontario Health to bring Indigenous perspectives into planning and decision-making.



Reduced Burden on IPHCOs to Carry System Education

System-level learning, shared tools, and coaching helped reduce the burden on IPHCOs to repeatedly educate health system partners on foundational Indigenous cultural safety concepts and responsibilities.

Key activities included:

- A coordinated webinar series reaching 250+ system partners on Indigenous Cultural Safety, integrated care, and Indigenous-led models.
- Practical tools, including the Circle of ACTION Framework and Indigenous engagement knowledge guides.
- Applied coaching that reinforced shared responsibility for learning and culturally safe practice.

Strengthening OHT Accountability

Ontario Health Teams and Primary Care Networks were supported to strengthen their readiness, accountability, and responsibility for meaningful Indigenous engagement and Indigenous Cultural Safety.

Through the Circle of ACTION Framework, learning circles, coaching, and system guidance, partners moved from intention to action by identifying commitments, tracking progress, and strengthening culturally safe practices.

Examples of how this was supported:

- Facilitation of learning circles and follow-up sessions that moved OHTs from intention-setting to identifying concrete actions and tracking progress.
- System guidance that clarified expectations around respectful engagement, Indigenous participation, and Indigenous Cultural Safety in practice.



Indigenous Ways of Defining Success Are Gaining Ground

IPHCC advanced 26 Indigenous-informed health system indicators reflecting wholistic wellness, cultural safety, access, and participation. In collaboration with the Ministry of Health and Ontario Health, nine indicators were identified for alignment with provincial reporting.

The OHT Indigenous Indicator Handbook further supports the inclusion of Indigenous definitions of health and wellness within system measurement and accountability.

Relationships Strengthened Through Culture and Ceremony

Culture, ceremony, and Indigenous protocols strengthened relationships, trust, and shared accountability across health system partners.

Highlights included the In Good Relations: OHT Gathering – Circle of ACTION, regional engagement in Thunder Bay, and the introduction of a Medicine Wheel-guided approach to meetings with the Ministry of Health and Ontario Health.



Looking Ahead

The HST Team will continue to work alongside IPHCOs to strengthen culturally grounded relationships with OHTs, advance system accountability, and ensure Indigenous definitions of wellness and success remain central to health system transformation.

Transitions in Care Program

The Transitions in Care (TIC) Program continued to support individuals transitioning from provincial correctional facilities to primary care and community-based services. In 2025-26, 354 applications were received across six participating regions.

Among the 98 clients who remained engaged, 95% accessed needed services, and 67% reported they would not have connected to care without TIC support. Community Health Navigators were central to these outcomes, providing culturally grounded, relationship-based support during critical transition periods.

Loss of contact following release remained a key challenge, reflecting broader barriers such as housing instability, limited access to communication, and reintegration challenges. The TIC Program was selected for presentation at the 2026 Alliance Conference, providing an opportunity to share learnings and impact from the program.

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Integrated Care & Clinical Services

Integrated Care and Clinical Services Team

Throughout 2025-26, the Integrated Care and Clinical Services (ICCS) Team worked alongside IPHCOs, Indigenous clinicians, public health partners, Ontario Health, and provincial partners to advance culturally safe, community-informed health services. The Team supported work across integrated care, public health, mental health, emergency preparedness, accreditation, and system planning, ensuring Indigenous perspectives and approaches inform health policy and service delivery.

Integrated Clinical Council

The Integrated Clinical Council (ICC) is an advisory group that provides clinical advice and guidance to IPHCC, its members and system partners. Council members are clinicians working across Ontario and represent a broad range of disciplines including physicians, registered dietitians, Traditional Healers, registered nurses, registered midwives, and Indigenous health navigators. This year, the ICC welcomed two new members further strengthening the breadth of clinical expertise and perspectives.

Over the past year, the ICC has contributed to several important initiatives that helped ensure Indigenous perspectives informed provincial planning and decision-making. The ICC reviewed Ontario Health's Indigenous Kidney Health Plan to help ensure the approach reflects the priorities, realities, and strengths of Indigenous communities.

In addition, IPHCC was invited by the Ministry of Finance to review and provide input on a proposed framework for regulating pharmacy Preferred Provider Networks within group insurance plans, with ICC members offering clinical insight to inform this work.



Perinatal Indigenous Cultural Safety Curriculum Development

Over the past year, the ICCS Team began development of a new Indigenous Cultural Safety learning module focused on perinatal health to support more culturally safe and responsive care.

With the support of Dr. Pamela Toulouse, interviews were conducted with content experts to gather knowledge, teachings, and lived experiences to help inform curriculum development. These contributions are helping to ensure the course reflects Indigenous priorities, perspectives, and approaches to perinatal care.



As development continues into the next fiscal year, the next phase will focus on establishing a review panel to support validation, refinement, and continued community-informed development of the curriculum.

Accreditation Support Program

The ICCS Team continues to support member organizations throughout the accreditation process through a dedicated team of three trained reviewers.

The reviewers provide guidance on accreditation requirements, offer feedback on documentation, identify potential gaps, and help organizations strengthen submissions in preparation for formal review. This support helps members build confidence in the accreditation process while promoting continuous quality improvement across the sector.

Public Health Funding

Throughout the year, ICCS continued to strengthen relationships with public health partners while supporting member organizations through targeted funding, resource development, and emergency preparedness initiatives.

A key milestone was the **In Good Relations Gathering**, which brought together 83 participants representing 27 Public Health Units from across Ontario. The gathering created opportunities for public health professionals, epidemiologists, and member organizations to strengthen relationships, share promising practices, and explore Indigenous-led approaches to health data and community engagement.

ICCS also supported **emergency preparedness** efforts during Ontario's second-worst wildfire season by advocating for the early inclusion of IPHCOs in evacuation planning and response activities. An after-action review with member organizations captured lessons learned, identified opportunities for improvement, and informed the development of a report that will support future emergency planning across the health system.

To strengthen public health capacity, the Team developed **two new resources:** The Model of Wholistic Health & Wellbeing: From a Public Health Perspective and Indigenous-Led Advisory Structures: A Wise Practices Resource.

Together, these resources support public health partners and healthcare organizations in advancing Indigenous-informed planning, governance, and service delivery.

In addition, funding was provided to member organizations to support culturally appropriate outreach, health navigation, community education, and prevention-focused initiatives that improve access to care, strengthen community wellbeing, and address local public health priorities.

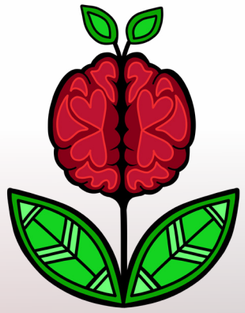


Ontario Health Indigenous Health Liaison:

ICCS continued to strengthen its relationship with Ontario Health through ongoing collaboration with the Indigenous Health Unit. This work supported consistent engagement on provincial initiatives, including reviewing plans and resources, contributing to information-sharing, and ensuring member-informed perspectives helped shape provincial planning and decision-making.

Mental Health and Wellness

ICCS continued to advance Indigenous-led mental health and wellness through provincial partnerships, capacity-building, and system planning. Working with Ontario Health, the Mental Health and Addictions Centre of Excellence (MHACoE), Indigenous partners, and IPHCC members, the Team strengthened Indigenous Cultural Safety and brought Indigenous perspectives and priorities into mental health and addictions planning and service delivery.



Ontario Structured Psychotherapy

ICCS continued its partnership with the MHACoE to strengthen Indigenous Cultural Safety and accountability within the Ontario Structured Psychotherapy (OSP) Program.

The Team supported Network Lead Organizations (NLOs) with accountability processes, Indigenous engagement strategies and Advisory Circles, and tools to measure the application of Indigenous Cultural Safety learning. IPHCC also provided 250 training seats for Indigenous Cultural Safety courses and participated in the OSP Indigenous Approach Community of Practice, supporting shared learning and culturally safer mental health services across Ontario.

Mental Health and Addictions System Coordination Network:

ICCS participated in the reestablishment of the Mental Health and Addictions System Coordination (MHASC) Network, convened by the Ministry of Health to strengthen engagement with Indigenous partners.

Working alongside First Nations, Inuit, and Métis organizations, Ontario Health, and the Ministry, ICCS brought forward member-informed priorities and contributed to shaping the Network's mandate and approach. This work supports more structured, accountable, and Indigenous-led collaboration in provincial mental health and addictions planning.







Looking Ahead

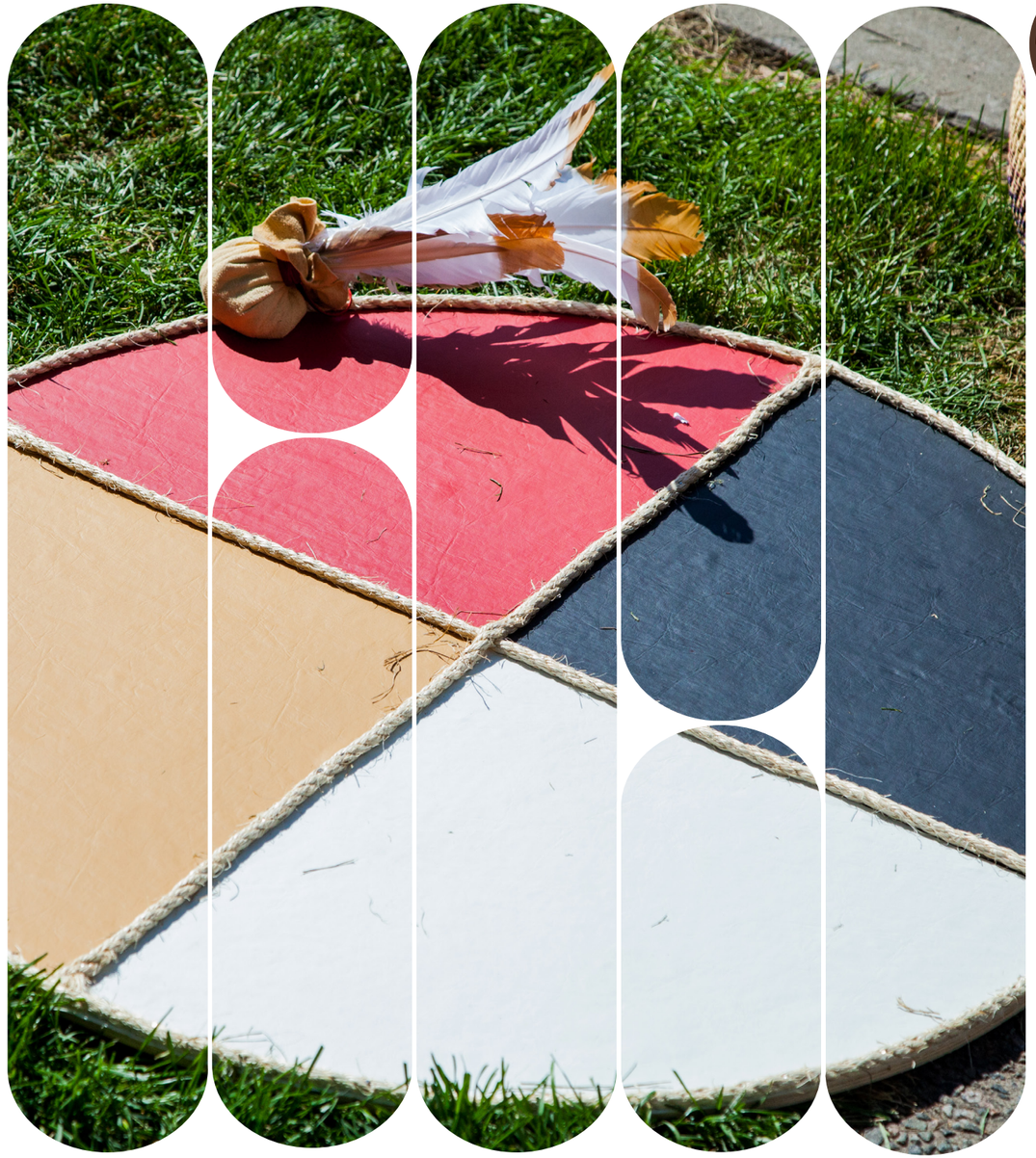
ICCS will continue to strengthen member supports, partnerships, and Indigenous-led approaches that advance culturally safe and wholistic care across the health system.

Key priorities for the coming year include:

- Strengthening emergency preparedness and evacuation supports for IPHCC members, including tools, health system coordination, and post-evacuation learning.
- Planning the May 2027 gathering to strengthen relationships between Indigenous communities and public health partners.
- Launching the Perinatal Health Indigenous Cultural Safety curriculum and beginning development of Indigenous Cultural Safety training tailored to the public health sector.



Data Management & Digital Health Supports



Data & Digital Health

In 2025-26, the Data Management and Digital Health Team supported IPHCOs, IPHCC teams, and system partners to strengthen access to meaningful, high-quality data and digital health tools.

The Team focused on reducing administrative and reporting burden, improving data quality, and helping members use information to support planning, quality improvement, and Indigenous-led primary health care.

Key supports included Practice Profiles, dashboards, Quality Improvement Plans (QIPs), Clinical Toolbar implementation, Business Intelligence Reporting Tool (BIRT) training and access, Primary Care Practice Reports, demographic data initiatives, and new funding indicator development.

Data & Digital Health: Year at a Glance

Throughout the year, the Data & Digital Health Team supported IPHCC members through data-informed planning, reporting, clinical tools, and quality improvement. The following highlights demonstrate the reach and impact of this work in 2025-26.

Metric	Area of Work	Context
21	Practice Profiles completed	Three years of Practice Profiles, covering 2022, 2023, and 2024, were completed for seven participating IPHCOs.
7	Member organizations included in Practice Profile work	7 IPHCOs are receiving practice profiles.
47	Funding indicators reflected in technical specifications	Technical specifications were developed to support the new consolidated funding agreement between IPHCOs and the Ministry.
7	Indicators supported through a client experience survey	A Program Outcome Client Experience Survey was created to help collect program-relevant data for seven of the 47 indicators.
6	Sector-specific QIP indicators selected	Indicators were selected in collaboration with Ontario Health, IPHCOs, and IPEC.
3	Pb4P webinars delivered	Webinars supported member engagement, equity considerations, cybersecurity concerns, and best practices.
2	Clinical Toolbar implementations completed	Three years of Practice Profiles, covering 2022, 2023, and 2024, were completed for seven participating IPHCOs.
2	Clinical Toolbar implementations in progress	A well-designed toolbar should reduce work for clinicians while helping the organization deliver better care.
7	Member site visits completed	Site visits supported relationship-building, feedback gathering, and direct member guidance.
10+	Member organizations supported through data requests	Ad hoc reporting, quarterly reporting, data extraction, search creation, and Ministry reporting support were provided.
12	Organizations supported through reporting or analytics consultations	Consultations included BIRT demos, access support, EMR transitions, QIP, SAMI score presentations, and data-related guidance.
8	Member organizations supported with custom reporting	The ability to customize reports can help IPHCOs meet external reporting requirements while also developing community-relevant measures that better reflect their own model of care.
2	Major dashboard areas supported	Support included the new BIRT Funding Indicator Dashboard and i4C/Insights for Care dashboard-related work
4+	Internal IPHCC areas supported	Support was provided to ICSS, ICT, HST, the Engagement Committee, IPEC, senior leadership, and other internal teams.

Key Outcomes

Strengthening Reporting and Data Support for Members

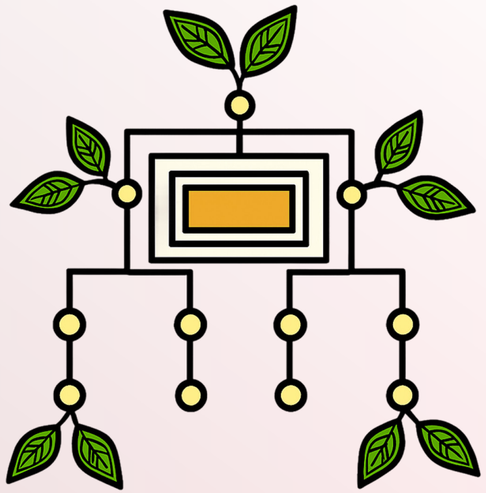
Throughout the year, the Data & Digital Health Team provided direct reporting and analytics support to IPHCC members, including custom reporting, data extraction, QIP submissions, funding indicators, and BIRT access.

This support improved access to timely data, strengthened member capacity to meet reporting requirements, and reduced technical and administrative barriers.

Advancing Practice Profiles and SAMI Score Understanding

The Data & Digital Health Team completed three years of Practice Profiles for seven participating IPHCOs, providing insights into patient populations, panel size, provider activity, service trends, and SAMI scores.

Through data analysis and presentations, members strengthened their understanding of patient complexity and practice trends, supporting more informed planning and service delivery.



Examples of how this was supported:

- Completed 2022, 2023, and 2024 Practice Profiles for seven participating members.
- Worked with IC/ES to obtain raw data and support profile development.
- Presented Practice Profile findings to IPHCOs and explained data trends and SAMI scores.



Supporting Quality Improvement Planning

The Data & Digital Health Team worked with Ontario Health, IPHCOs, and IPEC to strengthen Quality Improvement Planning (QIP) across the sector, including the selection of six sector-specific QIP indicators.

Members received support with indicator selection, target setting, submissions, and analysis, strengthening consistency and supporting data-informed quality improvement aligned with member and community priorities.

Impact:

- Improved consistency in QIP reporting and submissions.
- Increased clarity around indicators, targets, and technical specifications.
- Supported data-informed quality improvement across the sector.

Improving Clinical Workflow Through Patients Before Paperwork

Through Patients Before Paperwork, the Data & Digital Health Team worked with Ontario Health and IPHCOs to reduce administrative burden and improve clinical workflows, while ensuring equity and First Nations realities informed provincial form design and related tools.

Member engagement, clinical input, and learning sessions helped bring Indigenous primary health care perspectives into workflow modernization and supported practical learning on documentation burden, cybersecurity, and process improvement.

Impact:

- Contributed Indigenous primary health care perspectives into provincial form and workflow discussions.
- Supported practical learning on documentation burden, cybersecurity, and process improvement.
- Helped position equity as a core consideration in workflow modernization.

Enhancing Clinical Decision Support Through the Clinical Toolbar

Following the decommissioning of the OntarioMD i4C dashboard in September 2024, OntarioMD introduced the Clinical Toolbar, which provides similar data outputs without graphics. The Data & Digital Health Team worked with OntarioMD to support member adoption of the Clinical Toolbar, providing point-of-care access to clinical information following the decommissioning of the i4C dashboard.

Expanding Dashboard and Reporting Capacity

Quality Improvement Planning continued to support organizations in tracking performance, identifying priorities, and aligning improvement efforts with member and community needs. The Team also expanded access to reporting tools through the BIRT Funding Indicator Dashboard, supporting member training, testing, validation, and troubleshooting. Together, these tools strengthen access to clinical and funding information and support data-informed decision-making.

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Impact:

- Improved access to reporting tools and dashboard functionality.
- Strengthened member confidence in navigating dashboard information.
- Supported better visibility into funding indicators and reporting expectations.



Strengthening Data Quality Through EDFs and Demographic Data Work

The Data & Digital Health Team strengthened data quality through updates to the Extended Demographic Form and Encounter Detail Form, piloted with five member sites.

This work supports more consistent and meaningful demographic and encounter data for planning, reporting, and equity-focused analysis.

Examples of how this was supported:

- Revised the Extended Demographic Form and Encounter Detail Form.
- Supported five pilot sites
- Engaged in related data quality initiatives with OntarioMD and external partners

Impact:

- Improved consistency and completeness of demographic and encounter data.
- Supported more meaningful representation of patient populations.
- Strengthened the foundation for equity-informed reporting and planning.

Developing Technical Specifications for Funding Indicators

A major area of work involved developing technical specifications for new funding indicators to support the consolidated funding agreement between IPHCOs and the Ministry. This work included collaboration with member pilot sites and the Alliance to finalize specifications and support required quarterly reporting.

The Team also developed technical specifications for 47 funding indicators under the consolidated funding agreement and created tools to support consistent data collection and reporting across IPHCOs.

Impact:

- Provided clearer reporting expectations for members.
- Supported consistent data collection across the sector.
- Created practical tools to support members with mandatory reporting.



Strengthening Relationships Through Site Visits

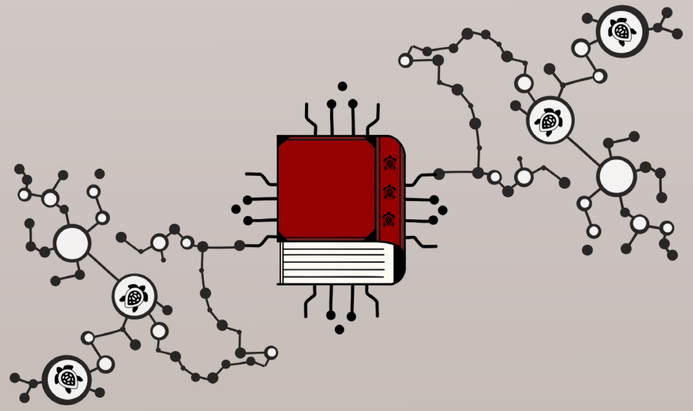
Site visits created valuable opportunities for in-person feedback, relationship-building, and practical guidance on how IPHCC can continue to support members in data, reporting, and digital health activities. Site visits were completed with AM, WNHAC, SLFNHA, DHAC, TK, and Wasauksing, providing opportunities to gather feedback on current supports and emerging needs while strengthening relationships and gaining a better understanding of local reporting and data priorities. These visits improved IPHCC's understanding of member needs, supported more responsive and grounded data support, and created opportunities for direct feedback and relationship-based planning.

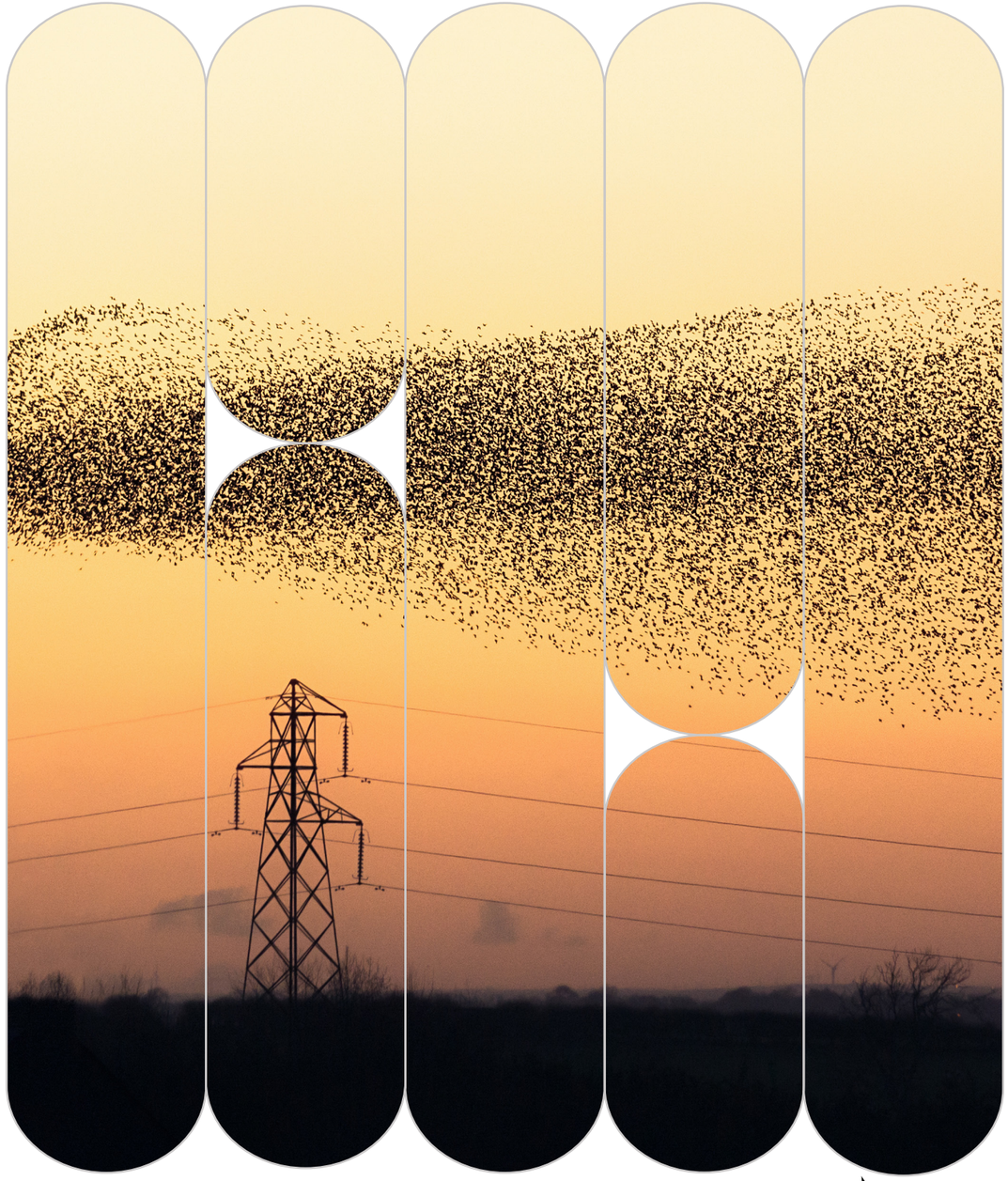
Looking Ahead

The Data & Digital Health Team will continue to strengthen member access to meaningful, high-quality data and digital tools that support Indigenous-led primary health care.

Key priorities include:

- Enhancing dashboards, Practice Profiles, BIRT, and clinical tools to support data-informed planning and care.
- Strengthening demographic and encounter data quality and supporting members with evolving reporting requirements.
- Advancing Indigenous data sovereignty, OCAP®-aligned approaches, and respectful sociodemographic data practices.
- Using member feedback and site visit learnings to guide responsive data and digital health supports.





Communications



Communications: Connecting Through Story and Strategy

Throughout 2025-26, the Communications Team strengthened awareness of Indigenous health, amplified Indigenous voices, and advanced IPHCC's mission through strategic, culturally grounded communications.

Through storytelling, digital engagement, and the promotion of IPHCC's programs, resources, events, and advocacy, the Team connected members, partners, and the public with Indigenous-led knowledge and timely information while strengthening IPHCC's visibility and reach across Ontario.

Key Achievements

Newsletter

IPHCC continued to strengthen its newsletters as a key channel for sharing Indigenous-led knowledge, organizational updates, and sector news.

12 newsletters were published, reaching 1,204 subscribers through monthly member and quarterly public editions.

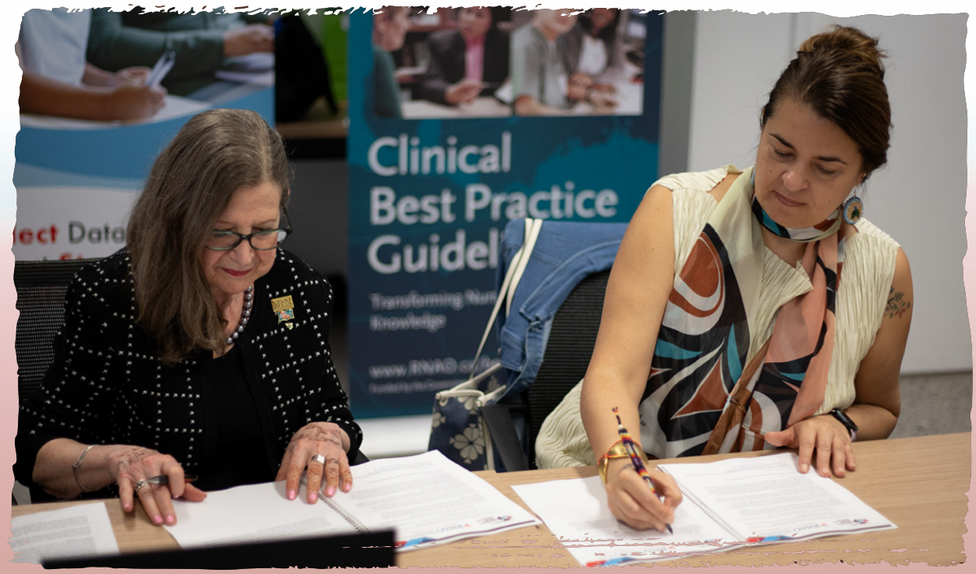
New storytelling features, including the 13 Moons Teaching Series for members and Seasonal Teachings Series for the public, strengthened culturally grounded knowledge sharing and engagement.

Event Support

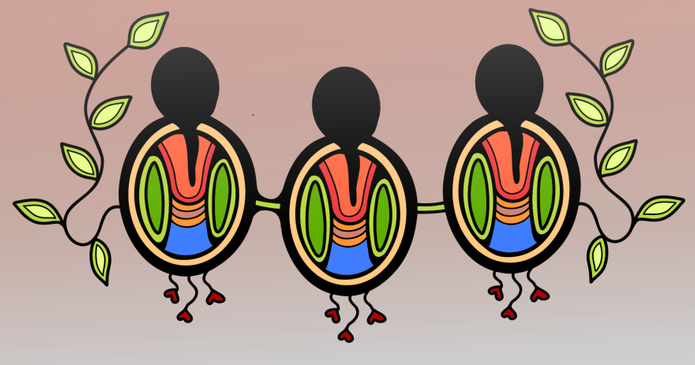
The Communications Team provided audio/visual, photography, videography, and graphic design support for key IPHCC and its members events, helping capture and share important moments, stories, and relationships with members and partners.

Events supported by the team include:

- Indigenous Health Care Workforce Development Roundtable
- Annual General Meeting and Members Meetings
- In Good Relations Gathering
- Relationship Agreement Signings
- North Bay Indigenous Hub's Model of Care



Doris Grinspun and Caroline-Lidstone Jones at the RNAO-IPHCC Relationship Agreement Signing



Digital Presence

IPHCC continued to expand its digital reach and engagement across social media, email, and the website in 2025-26.

- 2,904 LinkedIn followers
- 1,200 Facebook followers
- 900 Instagram followers
- 823 X followers
- 1,144 email subscribers

Top Performing Social Media Posts



National Indigenous History Month



IPHCC and CCA Signing

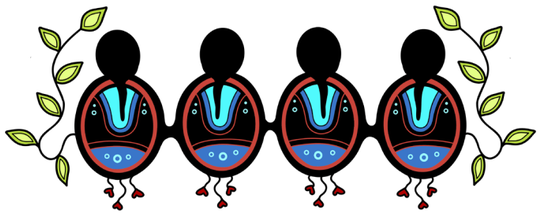
Kerri Cushing-Mitchener, Sophie Bart, Steve Teekens and Caroline Lindstone-Jones



Red Dress Day

IPHCC's website welcomed 52,000+ users and generated 110,000+ page views. Indigenous Cultural Safety training and resources were among the most visited content, reflecting continued interest in culturally grounded education and practical resources.

Resource Development



Throughout the year, the Communications Team developed and shared culturally grounded digital and communications resources, including Red Dress Day materials, videos, photography, and graphic design.

Resources were shared across IPHCC's website, Member Portal, Learning Portal, newsletters, YouTube, and social media, supporting advocacy, education, engagement, and consistent communication across the organization.

Stakeholder Engagement: Members Portal

The Members Portal continued to provide IPHCC members with centralized access to resources, toolkits, job opportunities, event registration, and member-specific updates.

Members benefit from exclusive access to the following:

- Job opportunities
- Resources and toolkits to support their work
- Event registrations
- Ongoing updates tailored to their needs



Stronger connections between the portal, newsletters, and website improved access to information and supported ongoing member engagement. The portal will continue to evolve based on member feedback and emerging needs.

Future Goals and Plans

The Communications Team will continue to strengthen IPHCC's digital presence, member engagement, and access to Indigenous-led health information.

Key priorities include:

- Refreshing IPHCC's brand guide and communications templates to strengthen consistency across the organization.
- Increasing member engagement and collaboration, including social media and enhanced Member Portal resources.
- Improving website accessibility, navigation, and visibility of IPHCC member organizations, while strengthening communications support across IPHCC.

These initiatives will continue to advance education, awareness, and equitable access to Indigenous-led health information through culturally safe and meaningful communications.

PHOTO GALLERY

1. OHT Gathering
2. AGM 2025
3. AGM 2025
4. Members Meeting
6. IPHCC and CCA Signing
7. Indigenous Healthcare Workforce Development Reception

1.



2.



3.



4.



5.



6.





Human Resources

Supporting Our Members Through Indigenous Human Resource Excellence

Throughout 2025-26, the IPHCC Human Resources team continued to support Indigenous Primary Health Care Organizations (IPCHOs) by providing practical HR expertise, workforce solutions, and strategic guidance tailored to the unique needs of Indigenous health organizations.

Our work focused on helping members attract, develop, and retain talented employees while strengthening organizational capacity and supporting healthy workplace practices. Through responsive consultation, recruitment assistance, policy development, education opportunities, and workforce planning support, we helped organizations navigate evolving human resources challenges and build sustainable workplaces that support quality care for Indigenous communities

Strong and Sustainable Workplaces

IPHCC provides a broad range of human resources services designed to strengthen workforce capacity across the Indigenous primary health care sector. Throughout the year, we collaborated with member organizations to provide guidance on recruitment strategies, compensation planning, labour relations, workplace policies, and organizational development.

Members also benefited from access to HR templates and resources, including the IPHCC Interview Question Bank, as well as coaching and consultation on employee relations, workplace compliance, health and safety requirements, and WSIB matters. In addition, IPHCC connected organizations with learning and professional development opportunities and delivered education sessions that supported informed decision-making around employee benefits and workforce management.

Hiring & Workforce Impact

Through direct partnership with member organizations, the Human Resources team supported recruitment and hiring initiatives for a variety of clinical, administrative, leadership, and community-based positions.

Workforce Support at a Glance:

- 32 Interviews Conducted
- 15 Phone Screens Completed
- 17 Employment Reference Checks
- 2 On-Site Onboarding Sessions

Strengthening Indigenous Primary Health Care Workforces

Throughout the year, IPHCC partnered with IPCHOs to support recruitment initiatives and workforce development activities.

Recruitment Support Highlights

IPHCC assisted member IPCHOs throughout the recruitment process, including candidate screening, interview participation, reference checking, and onboarding support.

Key positions supported included:

- Allied Health Manager
- Community Development Worker
- Physiotherapist
- Medical Office Administrator
- Nurse Practitioner
- Traditional Healing Coordinator
- Human Resources Business Partner

In addition to formal interviews, the HR team conducted phone screening assessments and provided guidance to hiring managers to help IPCHOs identify candidates who aligned with both organizational needs and community values.



Building Capacity Through Collaboration



Beyond recruitment support, IPHCC continued to create opportunities for collaboration, learning, and knowledge sharing across the Indigenous primary health care sector.

Throughout the year, the HR team participated in three major recruitment and networking events, helping to connect member organizations with prospective candidates and promote career opportunities within Indigenous primary health care. These events included the Doctors Job Fair in Toronto, the Nursing Job Fair in Toronto, and the Indigenous Physicians Association of Canada (IPAC) Conference in Thunder Bay. Participation in these events increased awareness of employment opportunities within IPCHOs while supporting recruitment efforts for critical clinical and leadership positions.

In addition to these outreach activities, IPHCC promoted employment opportunities through its website and worked closely with IPCHOs on job description development, candidate screening, interview processes, and other recruitment initiatives. Members also benefited from access to HR best-practice resources, policy templates, webinars, and individualized consultation on a variety of workforce-related matters.

By fostering collaboration, strengthening professional networks, and sharing practical tools and expertise, IPHCC continues to build organizational capacity, support effective workforce management, and help member organizations address current and emerging workforce challenges across the Indigenous primary health care sector.



Outcome and Future

By combining recruitment expertise, workforce planning support, education, and strategic HR guidance, IPHCC HR continues to help members strengthen workforce capacity and foster healthy, sustainable workplaces. Together, we support the people who deliver high-quality, culturally safe care within Indigenous communities across Ontario.

Looking ahead, IPHCC is committed to expanding opportunities for member engagement, workforce development, and knowledge sharing across the Indigenous primary health care sector. Future initiatives include enhanced education and information sessions on workplace policies, HR best practices, employee benefits, and workforce planning. IPHCC will also continue its collaboration with the Healthcare of Ontario Pension Plan (HOOPP) to support workforce attraction, retention, and long-term employee well-being, while increasing recruitment-focused events and networking opportunities for members.



Building a sustainable Indigenous health workforce requires ongoing investment, collaboration, and culturally grounded approaches to recruitment and retention. As a result, IPHCC is committed to working alongside IPCHOs to identify and advance sustainable workforce solutions that support the unique needs of Indigenous communities. This includes strengthening recruitment pathways, supporting employee development and retention, promoting knowledge sharing across organizations, and creating opportunities for Indigenous and allied health professionals to build meaningful careers within the sector.

A key initiative for 2026-27 will be building out recruitment efforts such as the Nurse Practitioner Recruitment Event in September 2026, designed to connect qualified candidates with Indigenous health organizations and help address critical workforce needs. Through these collective efforts, IPHCC will continue to strengthen partnerships, support organizational capacity, and invest in a resilient and sustainable Indigenous primary health care workforce for the future.

Financial Summary

The Indigenous Primary Health Care Council has successfully completed its sixth full year in operation with total revenues of $10.6 million.

Of the total revenue, $1.7 million contributes to our core operations: advocacy, policy communications, administration, human resource, and finance support for our members. This revenue was earned from Indigenous Cultural Safety training, membership fees, investment income, the AHAC Quality Decision Support Specialist initiative to support the ongoing development of the BIRT system, and back office supports for member sites.



8.9 million in revenue supported the following Government funded projects:

- Indigenous Residential Schools Support
- Indigenous Cultural Safety
- Ontario Structured Psychotherapy
- Ontario Health Teams
- Data and Digital Equity
- Mental Health Systems Coordination
- Indigenous Public Health Support
- Transitions in Care
- Indigenous Health Liaison
- Indigenous Primary Health Care Engagement Table

Government Funding Data

- **Ministry of Health:** $5,157,515
- **Ministry of Indigenous Affairs:** $2,400,000
- **Ministry of the Solicitor General:** $883,267
- **Ontario Health:** $487,038



Total: $8,927,820

As of March 31, 2026, the IPHCC's fund balances totaled **$6,876,358.**

Chi Miigwetch!

Thank you to everyone who supported and contributed to IPHCC's accomplishments!

- Indigenous Primary Health Care Organizations
- Knowledge Holders Circle
- Traditional Healing Advisory Circle
- Integrated Clinical Council
- Planning and Evaluation Committee
- Data Management Coordination Committee
- Research & Ethics Advisory Collaborative Team

We would also like to extend our gratitude to the Funders supporting IPHCC initiatives

- Ministry of Health - Primary Health Care Branch
- Ministry of Health - Office of the Chief Medical Officer of Health
- Ministry of Health - Indigenous, French Language and Priority Populations Branch
- Minister of Indigenous Affairs and First Nations Economic Reconciliation
- Ministry of the Solicitor General
- Ontario Health



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