

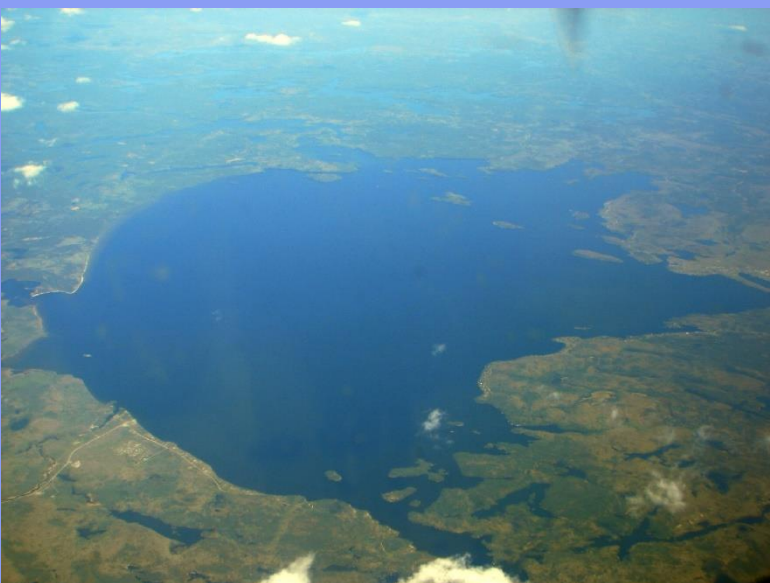


Norman Recollet Health Centre



2026-2031 Strategic Plan

BCM WFN 26/27-08-131



Health Director's Message

As the Health Director of the Norman Recollet Health Centre (NRHC) in Wahnapiatae First Nation, I am proud to oversee a diverse array of programs and services dedicated to promoting the health and well-being of our community members and families. As our approach is rooted in Anishinaabe values, we emphasize the holistic care that integrates the circle of physical, mental, emotional, and spiritual health.

I would like to once again express my deepest appreciation to all our staff, leadership, partners and community members who continue to walk alongside us. Your unwavering support, dedication and collaboration are instrumental in driving the knowledge and success of our work. As we move forward with our Strategic Plan for 2026-2031, we remain committed to building on this strong foundation and achieving our shared goals.

Miigwetch,

Lydia Iserhoff

Health Director



Clinical Services Director's Message

Aanii,

As Clinical Services Director and Primary Care Nurse Practitioner on Wahnapiatae First Nation, I feel honored to be part of the Norman Recollect Health Centre in caring for the community. Our ways of doing, core values, and goals are guided by the 7 Grandfather teachings: Love (Eagle), Respect (Buffalo), Bravery/Courage (Bear), Honesty (Raven or Sabe), Wisdom (Beaver), Humility (Wolf), and Truth (Turtle).

I want to thank all team members for coming together to finalize our Strategic Plan for 2026-2031. This plan was directly driven by the needs, wishes and hopes by Wahnapiatae First Nation community members and family through various engagement opportunities.

Our promise to Wahnapiatae First Nation community is to consistently review our mission and vision, improve and grow our services and increase accessibility to healthcare for all.

Chi-Miigwetch!

Rebecca Foreshew

NRHC Clinical Director, NP

Honourable Mention – Wendy Tyson baa

Wendy baa served WFN with incredible dedication for many, leaving a lasting impact through her commitment, care, and unwavering work ethic.

Throughout her time at WFN, she held various important roles within her community wellness

programs and front-line support, and was often the first face people saw when they walked into our offices. Her warmth and welcoming presence made a lasting impression on both staff and community members. She was also a key support in coordinating events, helping with Elders' programming, and stepping in wherever she was needed — always with heart.

More than her roles, though, Wendy brought kindness, laughter, and a deep sense of community into everything she did. She had a genuine heart and created the soups on for all within her community and that it still continues to be an amazing gift to all of us.

Wendy's legacy lives on in the stories we share and the many lives she touched during her time with us. I'm so glad we can honour her this way.



Health Council Portfolio Holder Message – Marnie Anderson

On behalf of Chief and council, I am honoured to support the Norman Recollect Health Centre Strategic Plan 2026-2031. This plan reflects the voices, values and priorities of Wahnapiatae First Nation (WFN) and sets a clear path forward for Community Mino Bimadzawin (the good life) for the people. We acknowledge that this is a journey that will be guided by Anishnaabe teachings and continuing to emphasize a holistic approach to health, one that reflects emotional, physical, mental, and spiritual health.

We recognize the dedication of our health team, leadership and community members who have shaped this journey and shared their heart and knowledge to ensure we are going in the right direction. The strategic plan is more than a document, but a map that weaves health and traditions to help build a solid foundation for future generations. With building partnerships, enhancing standards and quality of care, and aiming to achieve accreditation, Wahnapiatae is well on their way to achieving the goals set out in this plan.

Chi Miigwetch to everyone who contributed to this important work and especially those who have contributed in the past to help get us where we are today. Those that are here and those that have left to the spirit world. Miigwetch, Miigwetch, Miigwetch.

With this unity and shared purpose, Wahnapiatae First Nation and Norman Recollect health Centre will continue to build a stronger healthier future for all.

Executive Summary

The Norman Recollet 2026-2031 Strategic Plan is a collaborative and inclusive community planning tool that provides guidance to identifying the desired health outcomes for the community; what it looks like, how it functions and how to achieve the vision for the future.

For Wahnapiatae First Nation, the three- year strategic plan was designed to reflect the inspiration of the community (both on-and-off reserve) and to guide the future direction and actions of the health center and staff.

Why develop a Strategic Plan?

There were many benefits to Wahnapiatae First Nation Norman Recollet Health Centre in developing a Strategic Plan. It allowed the health centre to:

- Understand the health needs and community expectations
 - Develop a renewed sense of purpose/future direction
 - Clarify short, medium, long-term goals and objectives
 - Enhance communication between staff and the community
- Strengthen coordination of activities with our partners to address the health
 - Clearly define responsibilities and accountability.

The plan also includes strategies that are inherited to our culture, and traditions. It seeks to preserve our cultural connections, to contribute to our community identity and to establish sustainable health prevention and promotion programs for our community.

Our new organizational mission, vision and values provide a solid foundation for the work we will be doing in the next five years and reflect our on-going commitment to our community.

The Norman Recollect Health Centre Strategic Plan 2026-2031 is a roadmap to bring our collective vision into reality.



Background and Purpose

The Norman Recollet Health Centre recognized the need to develop a community health plan that would reflect the evolving health needs of the Wahnapiatae First Nation community.

This plan would benefit the entire community by involving its members in the design to improve the availability, accessibility, and quality of health services of our residents. Our elders, youth, and families, who participated learned about their community; they become engaged and helped guide the development of new community health initiatives.

A variety of tools were used to engage and communicate with members, such as in-person participation, community engagement sessions, surveys, and working directly with the health center committee and staff.

Throughout the community engagement process, members of the community shared their hopes, vision, and ideas for the health centre. Feedback provided through these sessions helped identify key elements for the strategic plan as well as priorities for action.



Other outcomes identified in the community sessions were:

- Support for the health planning process
- Improved understanding of community health issues and needs
- Recognition of traditional knowledge as it relates to health planning

For those who were unable to attend the session, they were provided with an opportunity to be involved in the community engagement process through a survey.

Community members were asked to share their perspective on community health needs and to rank them based on level of priority.

The information collected from the community sessions and survey was used by the health center committee and staff at their retreat to develop this five-year strategic plan.

In addition to using a variety of tools to gather information, we also adopted a holistic approach to understand health from the individual, family, and community perspectives.

The Norman Recollet Health Centre staff believe that for the strategic plan to have a meaningful and lasting effect, it must be community driven.

Overview of Wahnapiatae First Nation

History and Background

In 1850, the Crown and Ojibwa Chiefs inhabiting the area north of Lake Huron entered treaty negotiations at Sault Ste. Marie. On September 9th, 1850, at the end of their negotiations, the Robinson- Huron Treaty was signed by a representative of the Wanabitibing First Nation now known as Wahnapiatae First Nation (and others) and the Crown (Government of Canada).

The Treaty stated that the Ojibwa Chiefs and those tribes or bands they represented could retain certain lands and their reserves. The Treaty allowed them to continue to hunt and fish over the entire territory except for those areas that may be sold or leased to individuals or companies. Those areas occupied by the purchasers or lessees need the consent of the Crown. The Treaty also provided a cash payment at the time of signing and for a perpetual annuity. In return, the Ojibwa surrendered their right, title and interest to the entire area, apart from their reserves. According to the Treaty, the reserve for Tagawinini and his Band was to be "... two miles square at Wanabitibing, a place about forty miles inland, near Lake Nipissing".

On March 11th, 1854, Proclamation extended the 1850 "Act for the Protection of the Indians in Upper Canada ..." to certain lands including those reserved for Tagawinini and his Band. As the Wahnapiatae Reserve had not yet been surveyed, the description for those lands was the same as in the 1850 Treaty. This was done notwithstanding the problems which had led to adjustments in the surveys of many other Robinson-Huron and Robinson-Superior reserves.

Wahnapiatae First Nation utilized the Wahnapiatae Watershed for traditional activities such as hunting, fishing, trapping and harvesting. The area was particularly significant for trade routes utilizing the Wahnapiatae and Vermillion River to gain access to the Great Lakes and other major waterways. The route included the establishment of the Hudson's Bay Trading Post located at the North River on Lake Wahnapiatae in 1821 and in the mid 1870's on Post Creek.

**Engaged communities
are stronger and
healthier communities.**



Community Profile

Location

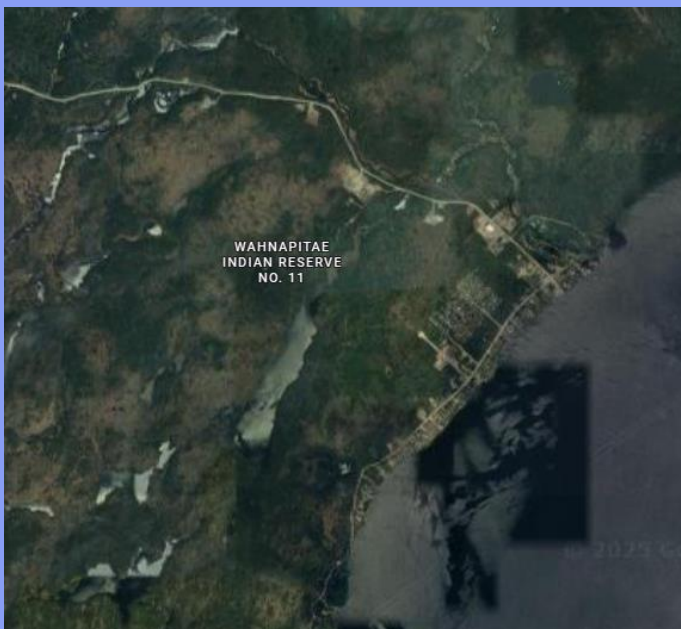
Wahnapitae First Nation (WFN) is located 50 km north of Sudbury, Ontario. It is listed as #11 on the Schedule of Reserves. The reserve land base is 3.2 km by 3.2 km on the north shore of Lake Wahnapitae and covers approximately 1036 hectares of land.

Tribal Council

Wahnapitae First Nation is a member of the Waabnoong Bemjiwang Association of First Nations, a regional tribal council whereby it elects its Chief and Council under Band Custom. Council consists of five elected positions, (1) Chief and (4) Councillors.

Population

Wahnapitae First Nation is a developing community with a growing population and expanding land base. In 2026, WFN had 797 members located on- and off- reserve. The reserve itself has a population of just over 150 residents, which includes a combination of members and non-members.



Local Businesses

There are several tourism-related businesses owned by the band and some by individual members. These include:

- Creator's Choice
- Dream Catcher Fireworks
- Hiawatha's Restaurant & Marina
- Post Creek Campground
- Roq Park
- Supreme Leaf Dispensary
- White Owl Film Studio
- White Birch Post
- Creamery
- L&A Campground
- Pair 'O Dice Campground
- Cedar Wolf Fuel
- Roq Services & Supplies

Which are owned and operated by independent band members. Some Band members residing on/off the reserve are also employed in Band Office.

Future Plans

The community is surrounded by mining nickel and gold exploration, harvesting of pine and spruce as well as tourist operations. The Band participates in some of these operations, and in 2016 the community developed a Community Development Plan. This Plan identified the priority needs of the community as follows:

- Infrastructure of new wellness centre
- Economic Development and
- Watershed Management



Our Buildings

Wahnapiatae Centre of Excellence – 259 Taighwenini Trail Rd

Wahnapiatae First Nation's Centre of Excellence is a 10,215 square foot community and administration centre that offers a multitude of services to the community such as:

- Governance
- Administration
- Finance
- Education
- Operations
- Economic Development
- Cultural
- Housing
- Health
- Community Wellness/Support
- Community Hall
- Land Based Teachings
- Lands Department
- Infrastructure Department
- Social Department
- HBHC
- Traditional Medicines
- Naloxone Kits
- Aboriginal Diabetes Initiative
- Medical Transportation

The Centre of Excellence also serves as a hub for the First Nation community located on the shoreline of Lake Wahnapiatae.

The building was centrally located within the community to provide a symbolic centre and a landmark destination for its members. The large circular path with four fire pits strategically positioned on the axial cardinal points, provide orientation, and meaning to the heritage and celebrations of the Wahnapiatae First Nation community

Norman Recollet Health Centre – 190 Loonway

On November 22nd, 2012, the Norman Recollet Health Centre opened its doors to the community. Named after Norman Recollet, its former Chief who moved back to the community in 1968. The health department and Health centre currently offers the following health services and programs:

- Primary Care
- Mental Health
- Building Healthy Communities
- Healthy Child Development
- Canada Prenatal Nutrition Program
- Home and Community Care CHN
- Massage therapy
- Medical transportation
- Harm reduction
- Primary Health Care Services
- Diabetic Footcare
- Acupuncture
- Personal Support Worker
- Smoking Cessation
- Naloxone Kits
- Traditional Medicines
- Phlebotomy
- Nurse Practitioner
- Minor Procedures
- Preventative Care
- Vaccinations
- Cancer Care

Our Mission and Vision

In creating our mission statement, the Norman Recollet Health Centre Committee and staff carefully considered the relationship between the health centre, the community, and their culture. It was important for everyone that the mission statement reflected on these considerations and acknowledged what our primary purpose is, who we serve, and how we serve.

Mission Statement

The Norman Recollet Health Centre is a community-based Mino Bimaadiziwin Team that promotes, prevents, protects, and provides wholistic, accessible, high-quality services guided by Anishinaabe values. This is guided by community needs and tools and policies that promote health and traditional practices.

Our vision statement expresses how we view the future. It is a summary of our values and the goals for our health centre. It reflects on where we want to be, and what we hope to one day achieve.

As the health centre is seeking accreditation, it is important to note this direction, while at the same time ensure that the staff incorporate the community's understanding of how to live in a good way.

Vision Statement

The Norman Recollet Health Centre will deliver high quality health services rooted in culture to support elders, individuals, children, families, and the community in their journey towards Mino Bimaadiziwin.

NRHC follows the PHIPA Act 2004



Value Statement



Values

Our values are rooted and embedded in our Anishinabek knowledge and practices (ways of knowing, doing, and being.)

Norman Recollet Health Centre values:

- Our elders as an integral part of our community. We utilize their wealth of experience as a voice in the decision-making process and program service delivery.
- Our children and youth are the future leaders of our community. We strive to integrate their perspectives in all areas of health and well-being into our service planning.
- Our families are exceptional foundation. We focus our direction based on their knowledge, experiences, and stories.
- Our connection to Shkagamik-Kwe (Mother Earth) is fundamental. We recognize how our reciprocated relationship provides us with nourishing, sustaining life force. In turn, we provide stewardship through traditional harvesting and sustainable practices, ceremonies, and culture.
- Our language has an important connection to culture, land, spirit, history, ceremony, and well-being. We will work towards embedding Anishinaabemowin into our practice.

Strategic Directions

As a First Nation organization, it was important for Norman Recollet Health Centre to adopt an existing framework that encompasses First Nation health and wellness. The First Nation Mental Wellness Continuum was selected and incorporated into our community health plan. Its framework helped form our strategic directions and guided us in identifying our priorities for delivering high quality services, in response to evolving community needs.

Norman Recollet Health Centre considered the following as Strategic Directions for 2026-2031:

- Language, culture, & connection to Shkagamik-Kwe (Mother Earth)
- Community Development
- Quality Health System
- Service Delivery to membership
- Collaboration with Partners
- Enhanced Flexible Funding Investments



Strategic Directions



Culture as Foundation

Goal:

Provide a coordinated, holistic approach to health service programming that includes Indigenous culture, traditions, and language.

Core Concepts:

- We will deliver our health services in a Anishinaabe culturally relevant and safe way
- We will ensure our health policies and strategies are relevant to the needs of our local community
- We recognize the importance of our Anishinaabe identity and community ownership through our health planning

Objectives:

- Develop, implement and assess community traditional programs that provide treatment to the person as a whole
- Review Health policies Biannually to ensure relevancy to the needs of the community. (2026, 2028, 2031).
- Begin to include Anishinaabe language in our signage and communications

Strategic Directions

Community Development

Goal: Establish ongoing partnership with the community to ensure that Wahnapiitae First Nation's priorities, culture and values continue to shape its services and the health service system.

Core Concepts:

- Our programs and services are guided by the voice of the community and by our Indigenous practices
- We make our programs and services relevant, effective, flexible and based on community needs and priorities
- We promote a community approach to health improvement

Objectives:

- Coordinate the development of a health and safety strategy, with respect to the community's needs and manage its implementation into the health centre (2027)
- Develop a plan to increase infrastructure for a wellness centre. 2026

Quality Health

Goal: all members and families have equal opportunity to access high-quality health services, workshops, and programs

Core Concepts:

- We strive towards delivering accessible services
- We support a quality care system, that includes evaluation measurements and staff development embedded in Indigenous best practices
- We provide the highest quality of care by implementing quality monitoring and improvement into our service delivery
- Our programs are culturally relevant and inclusive to our community

Objectives:

- Develop and implement a plan to assess the programs and resources identified in the community needs assessment (2027)
- Develop appropriate resources and programs for adults (Annually)
- Develop and implement a community safety and emergency response plan (2027)
- Achieve excellence in the delivery of services by obtaining accreditation from Accreditation Canada (2026 Primer)
- Integrate First Nation and provincial health processes using a health information management system (2028)
- Develop and implement a Quality Improvement Plan (2027_)
- Establish a monitoring and an evaluation system to improve health programs and services (2028)



Strategic Directions

Collaboration with Partners

Goal: Building connections with providers and partners regarding health services to support the community on their journey towards Mino-Bimaadizwin

Core Concepts:

- We recognize the shared roles and responsibilities in providing care to our community
- We work collaboratively with our partners to address the health needs of our community
- We form mutually beneficial partnerships with federal, provincial and First Nation communities, organizations, municipalities, Ministry of Colleges & Universities and other potential partners

Objectives:

- Utilize outreach strategies that will enhance existing relationships with external service providers (Annually)
- Identify and develop new partnerships that enhance service delivery to community and staff (annually)
- Develop a memorandum of understanding (MOU) and/or agreement with partners (Annually)



Enhanced Flexible Funding Investments

Goal: Enable Norman Recollet Health Centre to respond to community needs by obtaining flexible and sustainable funding bodies

Core Concepts:

- We continually look for ways to secure additional funding to carry out a range of health-related activities to help our community achieve Mino Biimazwin
- We seek to build internal and external collaboration between communities and partners to address mutual priorities through shared resources and labour
- Work towards flexible and sustainable funding

Objectives:

- Implement a five-year Strategic Plan for the Norman Recollet Health (2026, 2031)
- Initiate the development of a plan for Norman Recollet Health Centre to become a separate health entity (2029)
- Prepare for expected health transformation dollars (2028 and on)

Infrastructure (Equipment & Facilities)

A Health Department will be seeking funding for infrastructure for the Community. The Community has identified the needs for:

- New Health clinic (one building for Health Department including the clinic)
- Long term care home
- Elders Complex

NORMAN RECOLLET HEALTH CENTRE - STRATEGIC PLAN SUMMARY 2026-2031

MISSION

The Norman Recollet Health Centre is a community-based Mino Bimaadiziwin Team that promotes, prevents, protects, and provides wholistic, accessible, high-quality services guided by Anishinaabe values. This is guided by community needs through the assessment of community needs, and tools and policies that promote health and traditional practices.

Our children and youth are the future leaders of our community. We strive to integrate their perspectives in all areas of health and well-being into our service planning.

VISION

The Norman Recollet Health Centre will deliver high quality health services rooted in culture to support elders, individuals, children, families, and the community in their journey toward Mino Bimaadiziwin.

VALUES

Our connection to Shkagamik- Kwe (Mother Earth) is fundamental. We recognize how our reciprocated relationship provides us with nourishing, sustaining life force. In turn, we provide stewardship through traditional harvesting and sustainable practices, ceremonies, and culture.

Our language has an important connection to culture, land, spirit, history, ceremony, and well- being. NRHC. We will work towards embedding Anishinaabemowin into our practice

CULTURE AS FOUNDATION

- Provide a coordinated, wholistic approach to health service programming that includes Indigenous culture, traditions, and language

COMMUNITY DEVELOPMENT AND OWNERSHIP

- Establish ongoing partnership with the community to ensure that Wahnapiatae First Nation's priorities, culture and values continue to shape its services and the health service system

STRATEGIC DIRECTIONS

QUALITY HEALTH SYSTEM AND COMPETENT SERVICE DELIVERY

- Provide high quality health services, workshops, and programs that ensure Wahnapiatae First Nation benefits from comparable services, programs and outcomes

COLLABORATION WITH PARTNERS

- Network and collaborate with providers and partners regarding health services to support the community on their journey towards Mino-Bimaadiziwin

ENHANCED FLEXIBLE FUNDING INVESTMENTS

- Enable Norman Recollet Health Centre to respond to community needs by obtaining flexible and sustainable funding

STRATEGIC PRIORITIES

- Continue community cultural programs that provide treatment to the person as a whole: physical, mental, emotional, spiritual and social
- improve strategies to decrease the incidence of lateral violence

- continue to bridge gaps impacting health equity
- implement a strategy to assess programs and resources
- develop appropriate and inclusive resources and programs for all
- continual development of community safety plan.
- obtain accreditation from Canadian Accreditation Council
- Complete a quality improvement plan
- Continual evaluations of services and programs

- Ensure pertinent MOUs are completed and up to date.
- Continual engagements with Health committee.

coordinate the development of a health and safety strategy

develop an infrastructure plan for NRHC

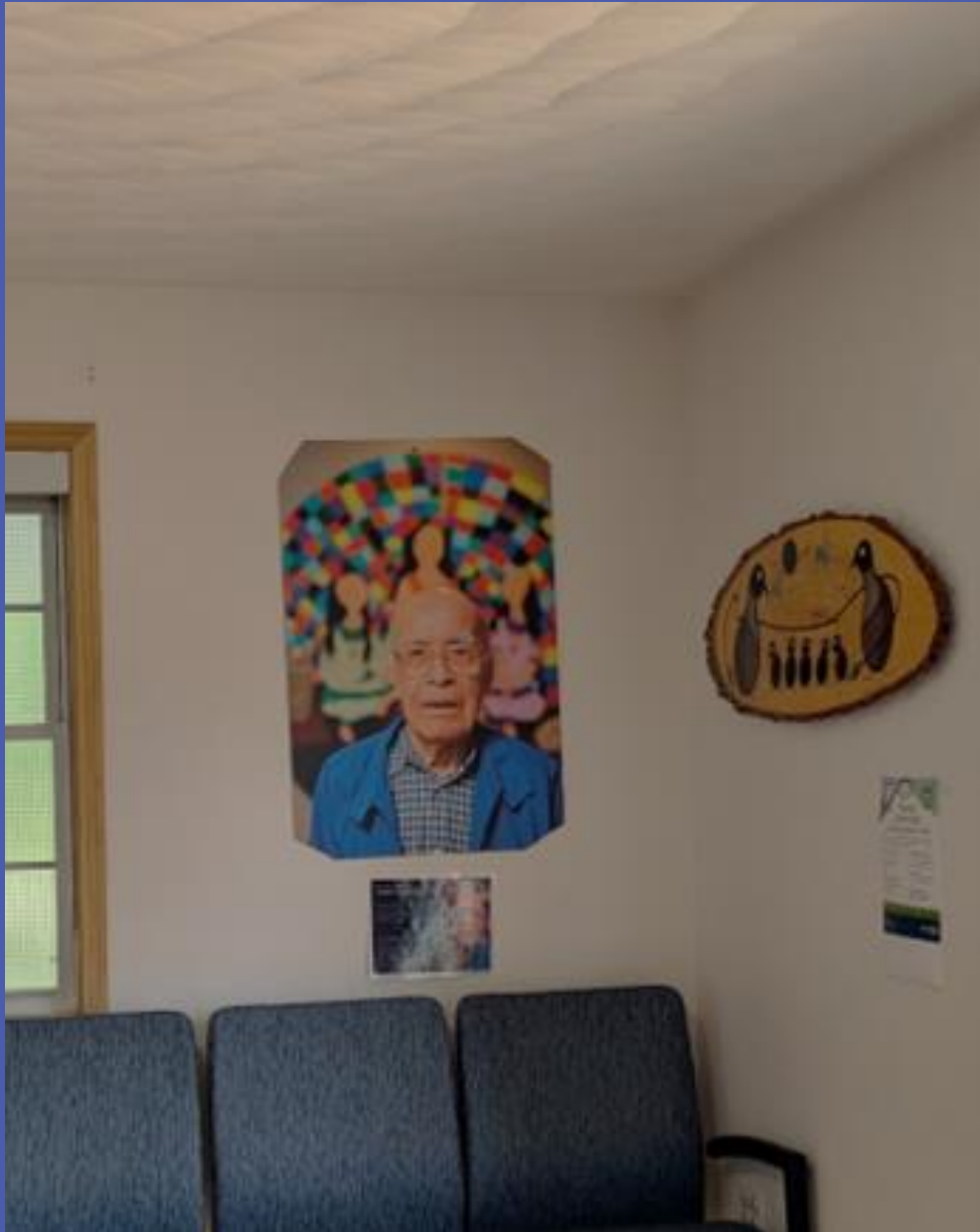
Miigwetch to our Contributors

Norman Recollet Health Centre sincerely thanks everyone who has contributed to the update of the 2026-2031 Strategic Plan. This plan is the result of hard work of the health team, Chief and Council, as well as members of the Wahnapiitae First Nation community. Miigwetch for everyone's support, collaboration, and valued input.

Our Strategic Plan is stronger because of your efforts.

Chi-Miigwetch to The Norman Recollet Health Centre Team, who contributed to the updated Strategic Plan for 2026-2031.





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