



# Annual Report

2025-26

**Committed to providing  
comprehensive  
high-quality patient centered  
health care to our communities.**



# Land Acknowledgement



The Nipigon District Family Health Team respectfully acknowledges that we live and work on the traditional lands covered by the Robinson Superior Treaty of 1850. These lands are the ancestral and present-day home of the Red Rock Indian Band and Biinjitiwaabik Zaaging Anishinaabek, proud members of the Anishinabek Nation.

We recognize and honour the enduring relationship that Indigenous Peoples have with these lands, waters, and communities. For generations, the Anishinaabek people have been stewards of this territory, carrying forward their responsibility to care for the land and all who share it.

We also acknowledge the Métis, Inuit, and First Nations peoples whose histories, cultures, knowledge, and contributions continue to shape and strengthen our region. As a healthcare organization, we are committed to fostering respectful relationships, supporting Indigenous health and well-being, and advancing reconciliation through meaningful action, partnership, and mutual respect.

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# Our Goals

## VISION

To provide timely and efficient access to health care through effective collaboration between health services.

## MISSION

The Nipigon District Family Health Team, is committed to providing comprehensive high-quality patient centered health care to our communities.



### Compassion and Empathy

Committed to understanding an individual's circumstances with a desire to help

### Accountability

- Providing honest and ethical conduct towards others
- Ensure community and patients needs and goals are being met.
- Providing our funding partners timely and transparent data

### Reliability

Ensuring individuals are confident that we are providing consistent care and follow up

### Trust

Ensuring individuals feel safe and understood

### Collaboration

Working together with health services to complete the circle of care and achieve patients' goals

# Meet Our Board

## BOARD OF DIRECTORS



**DR. JONATHON SCULLY**  
Chair



**DEANA RENAUD**  
Vice-Chair



**JAY LUCAS**  
Director

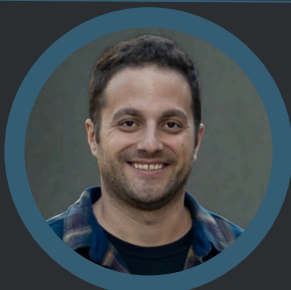


**DR. RAVINDER DHALIWAL**  
Director



**LOUISE DUPUIS**  
Director

## NON-VOTING MEMBERS



**DR. MICHAEL MASSEI**  
Lead Physician



**MELISSA HARVEY**  
Executive Director



**MNP**  
Finance Manager



**BROOKE JEAN**  
Recorder

# Meet Our Team



**-“Most conscientious team of health care professionals.”  
- Anonymous Patient**

# Message From the Board Chair

**It is my pleasure, on behalf of the Board of Directors, to present this annual report for the Nipigon Family Health Team.**



**DR. JONATHON SCULLY**

Board Chair

This past year has been one of continued progress and achievement as we worked diligently to advance the goals established within our Strategic Plan. Through the exceptional leadership of Executive Director Melissa Harvey and the dedicated support of her Office Administrator, Brooke Jean, our organization has remained focused on delivering high-quality, patient-centered care to the communities we serve. Their commitment, professionalism, and vision have been instrumental in ensuring that the Family Health Team continues to thrive while adapting to the changing needs of our patients and healthcare system.

As we reflect on our accomplishments, we believe it is important to recognize that success in primary healthcare cannot be measured solely by the number of patients rostered. While access to care remains a critical priority, we continue to advocate for a broader understanding of performance, one that values both quantity and quality. Our team is deeply committed to ensuring that every patient receives comprehensive, timely, and compassionate care. We believe that maintaining high standards of service, improving patient outcomes, and fostering meaningful patient-provider relationships are equally important measures of success. As healthcare systems evolve, we encourage our funders and partners to recognize the importance of balancing access with excellence in care delivery.

Looking ahead, the Board is excited about the opportunities that lie before us. We anticipate continued growth in both our team and the range of services we provide over the next five years. As our current Strategic Plan reaches its conclusion, we look forward to engaging with our staff, community partners, patients, and stakeholders to develop a new roadmap that will guide the organization into the future. Our goal remains clear: to build a sustainable, innovative, and responsive Family Health Team that meets the healthcare needs of our community for years to come.

Finally, I would like to express my sincere gratitude to the dedicated employees of the Nipigon Family Health Team. Every day, they demonstrate professionalism, compassion, and an unwavering commitment to patient care. Their dedication is particularly noteworthy given the ongoing compensation challenges faced by Family Health Teams across Ontario. Due to governance and funding constraints beyond our local control, we are often unable to compensate our staff at levels comparable to many of their healthcare peers. Despite these challenges, our employees continue to provide outstanding service and remain committed to the people and communities we serve. Their efforts do not go unnoticed, and the Board is deeply appreciative of their contributions.

On behalf of the Board of Directors, thank you to our staff, patients, partners, and funders for your continued trust and support. Together, we will continue to strengthen healthcare services for the residents of our region.



Dr. Jonathon Scully  
Board Chair  
Nipigon Family Health Team

# Message From the Executive Director

**The 2025–2026 year has been one of growth, innovation, and opportunity for the Nipigon District Family Health Team (NDFHT). Over the past year, we have continued to strengthen our visibility and engagement throughout the communities we support while expanding access to interdisciplinary primary care services across the Nipigon district.**

I would first like to recognize and sincerely thank the dedicated staff of the NDFHT. Their compassion, professionalism, adaptability, and unwavering commitment to patient care remain the foundation of our success. The increasing utilization of our services reflects both growing community need and the trust placed in our team to deliver high-quality care. I would also like to extend my appreciation to our Board of Directors for their ongoing leadership, guidance, and support, which continue to shape the direction and success of the organization.

This year marked the 15th anniversary of the NDFHT. As we engaged in regional and provincial primary care planning and design discussions, we were given the opportunity to reflect on our journey, where we began, how we have evolved, and where we are headed. These conversations reinforced our founding vision of accessible, team-based primary care for rural communities, and strengthened our commitment to building on that foundation as new opportunities for growth and system integration emerge.

During this past year, the NDFHT experienced continued growth in community engagement, clinical service utilization, and collaborative partnerships. We saw increased referrals, greater participation in programs and services, and a growing demand for outreach initiatives across our catchment area. As access to primary care remains a challenge in many rural and northern communities, the role of the NDFHT continues to be increasingly important in delivering timely, preventative, and community-based care close to home.

The following report highlights progress toward our strategic priorities and demonstrates the impact of our team, partnerships, and programs in improving the health and well-being of the communities we serve while positioning the organization for continued growth and success.



**MELISSA HARVEY**

Executive Director

## Our Strategic Priorities in Action

Our strategic priorities—Aging Well, Chronic Disease, Mental Health and Addictions, Staff Wellness, Strong Foundation, and Community Wellness—continued to guide organizational planning, service delivery, and partnership development throughout the year. These priorities have allowed the NDFHT to remain focused on both the immediate needs of our communities and the long-term sustainability of interdisciplinary primary care in our region.



### Aging Well

Supporting healthy aging remains a key priority for the NDFHT as our communities continue to experience increasing demand for senior-focused services. Transportation barriers within our rural catchment continue to present significant challenges to seniors' ability to attend appointments and participate in programming, reinforcing the importance of outreach and flexible service delivery models.

In response to feedback received through last year's Aging Well community engagement sessions, the NDFHT launched Mobile Clinics this year. This initiative has helped reduce transportation-related barriers by bringing preventative primary care services directly into communities, particularly for seniors in rural and remote areas.

Over the past year, staff also expanded outreach supports for older adults, including increased home visits and strengthened collaboration with community partners supporting seniors. Work has continued on the development of a comprehensive frailty and geriatric assessment pathway within the NDFHT, in collaboration with regional health system partners. This work aims to support earlier identification of frailty and enhance care coordination, enabling seniors to remain healthy, independent, and connected to services closer to home.

To further advance this work, the NDFHT has submitted an application for additional funding to expand staffing capacity and support full implementation of the Aging Well program. If successful, this will enable the program to be fully operational in the coming year.



### Chronic Disease

Chronic disease management continues to be one of the most significant areas of service demand within the NDFHT. Over the past year, our interdisciplinary team supported a growing number of patients living with chronic conditions through ongoing education, monitoring, and preventative care. This included 902 patient encounters for diabetes management and 794 patient encounters for hypertension management, highlighting the continued demand for chronic disease services within our communities. Staff also launched a six-week Chronic Disease Self-Management Program designed to empower participants to take a more active role in managing their health and well-being.

In partnership with the Noojmawing Sookatagaing Ontario Health Team (OHT), the NDFHT continued to offer the Best Care Program for COPD assessment and management, helping improve access to evidence-based respiratory care within our communities.

Recognizing the critical role of nutrition and lifestyle in chronic disease prevention and management, our Dietitian significantly increased their community presence by offering monthly Cooking Socials. These sessions provide opportunities for participants to connect, learn practical cooking skills, and explore affordable, healthy meal options. In partnership with North of Superior Programs (NOSP), our NDFHT Dietitian launched Budget Bites, a new cooking program that provided participants with practical skills for preparing healthy, affordable meals. The program was well received by community members.

To further enhance our wellness programming, several staff completed training in group exercise instruction. This new capacity will allow the NDFHT to incorporate physical activity components into future group programs and Mobile Clinics, supporting a more holistic approach to chronic disease prevention and management.

Community-based wellness initiatives also remained an integral component of this work, including walking programs, immunization clinics, men's health initiatives, health promotion activities, and outreach events across the district. Together, these efforts support healthier lifestyles and help reduce the long-term impact of chronic disease within our communities.



## **Mental Health and Addictions**

The need for accessible mental health and addictions services continues to increase across the communities we serve. Throughout the year, the NDFHT's mental health team remained heavily engaged in providing counselling, system navigation, outreach, and collaborative care support to individuals and families, resulting in a total of 1,126 patient encounters. This ongoing utilization highlights the need for additional mental health resources and has informed our expansion planning, which includes a proposed System Navigator position. We are hopeful this role will be supported through the current Ontario Health expansion funding process.

Staff continued to strengthen partnerships with schools, community organizations, and regional mental health providers to improve service coordination and increase awareness of available supports. Outreach and mobile services also expanded throughout the year, helping to improve access for individuals who may otherwise face barriers to care.

In partnership with the Nipigon Food Bank, the NDFHT launched monthly community hot lunches. Beyond providing a meal to those in need, these events create meaningful opportunities for connection and engagement with individuals who may not otherwise access mental health and addictions services, helping to reduce barriers and increase awareness of available supports.

The Nipigon RAAM Clinic remains an important district program and continues to play a vital role in supporting individuals experiencing substance use challenges. In recent years, the program has faced ongoing funding pressures, prompting the NDFHT to pursue both stabilization and expansion funding opportunities. Our goal is to strengthen access to comprehensive, wraparound care that supports individuals in managing their substance use, improving overall health outcomes, and reducing avoidable emergency department visits.



## **Staff Wellness**

The NDFHT recognizes that organizational success depends on the health and well-being of its staff. Over the past year, we remained committed to prioritizing staff wellness through flexible work arrangements, professional development opportunities, team-building activities, and ongoing efforts to foster a positive and supportive workplace culture. Several team-building events were held throughout the year, providing staff with opportunities to strengthen relationships, build trust, and deepen their connection to one another and the organization.

New this year, through our participation in the Nipigon District Memorial Hospital Health and Wellness Committee, NDFHT staff took part in two Spirit Weeks designed to celebrate their hard work and contributions. These initiatives created additional opportunities for hospital and Family Health Team staff to connect in a casual setting, including through our annual Best Ball Golf Tournament and friendly cooking competitions.

As service demand continues to increase, staff have consistently demonstrated resilience, adaptability, and an unwavering commitment to patient care. I am incredibly proud of the collaborative and supportive culture our team has built. The strong relationships among staff consistently contribute not only to employee well-being, but also to the high-quality care and service excellence our patients and communities have come to expect.



## **Strong Foundation**

This year, staff and leadership participated in regional and provincial primary care planning initiatives focused on identifying opportunities for improvement and helping shape the future of interdisciplinary primary care in Ontario. These discussions reinforced the need for flexible, collaborative, and community-driven healthcare models in rural communities. Through its strong partnerships, experienced interdisciplinary team, and established community relationships, the NDFHT remains well-positioned to support this evolving model of care.

The NDFHT continued to strengthen relationships with local organizations, municipalities, Indigenous partners, healthcare providers, and regional system leaders. As an active participant in the Noojmawing Sookatagaing Ontario Health Team (OHT) and several regional planning and advisory tables, the NDFHT contributed to strategic discussions focused on improving access to care, strengthening service integration, and addressing shared healthcare priorities across the district.

In partnership with Nipigon District Memorial Hospital and North of Superior Programs (NOSP), the NDFHT established a joint Patient and Family Advisory Council to support patient engagement and inform service planning and quality improvement efforts across organizations.

The NDFHT also hosted a successful Coffee and Conversation networking event, bringing together representatives from six local organizations to strengthen relationships and explore opportunities for collaboration. Participants provided positive feedback and expressed interest in future events of a similar nature.

Together, these initiatives have strengthened the NDFHT's organizational foundation, enhanced system partnerships, and positioned the team to respond effectively to the evolving healthcare needs of our communities.



## **Community Wellness**

Community wellness and engagement remained a key organizational focus throughout the year. NDFHT staff significantly increased their presence across the communities we serve through participation in local events, outreach activities, health fairs, mobile clinics, wellness programming, and collaborative initiatives with community partners. Collectively, staff participated in or hosted 144 community-based events and services, connecting with 1,368 individuals throughout the district.

The continued expansion of cooking classes, Mobile Clinics, and outreach services has been particularly impactful in improving access for residents who face transportation, mobility, or other barriers to care. By bringing services directly into the communities in our catchment area, the NDFHT has strengthened relationships, improved awareness of available supports, and fostered greater engagement with underserved populations.

This increased visibility has also contributed to greater awareness and utilization of NDFHT programs and services. To further support community engagement, the NDFHT launched a quarterly newsletter to promote upcoming programs, share organizational updates, and provide health education resources. Staff also continued to publish regular blog posts focused on health promotion and wellness, along with maintaining a regular presence on local radio through the Medical Minute segment. Growing participation in our programs and services reflects the expanding interest in interdisciplinary care, preventative health initiatives, and community-based supports.

As healthcare needs continue to evolve across our district, the NDFHT remains committed to meeting people where they are in their healing journey and improving access to care closer to home.

## Building on 15 Years of Impact

As we take a moment to recognize and celebrate 15 years of exceptional care, it is humbling to reflect on the work that has brought the NDFHT to this point. Looking ahead, the organization is exceptionally well-positioned for continued growth and development. Over the past year, we have demonstrated our ability to build strong partnerships, adapt to evolving community needs, and deliver accessible, collaborative care across a large rural catchment area.

The growing utilization of our services, combined with active participation in regional primary care planning discussions, reinforces the important role the NDFHT plays within the local healthcare system. We remain committed to advocating for the resources needed to strengthen interdisciplinary care for improved access and strengthen health outcomes for residents throughout our district. At the same time, we continue to focus on both improving access to primary care and enhancing the quality of care provided across all programs and services.

In the coming year, we look forward to advancing frailty programming, outreach and mobile services, strengthening community partnerships, and further enhancing access to interdisciplinary primary care throughout the district. We are excited about the opportunities ahead and remain committed to building a healthier, more connected future for residents throughout our district.

It continues to be a privilege to serve as Executive Director of the Nipigon District Family Health Team. I am deeply grateful to our staff, Board of Directors, physicians, partners, and community members for their ongoing support, collaboration, and shared commitment to improving healthcare in our region.

Respectfully submitted,



Melissa Harvey, MScPT  
Executive Director

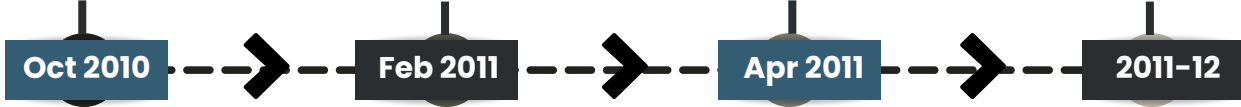
# Celebrating 15 Years

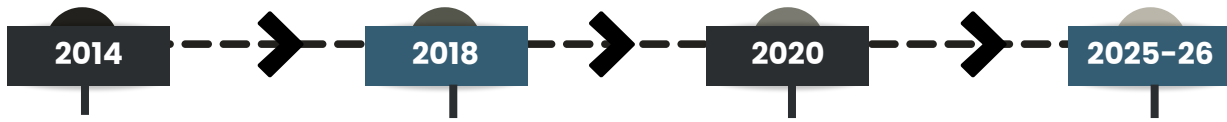
NDFHT was incorporated as an independent, non-profit organization.

NDFHT officially opened its doors with its first staff member, Registered Nurse Sandra Jordan.

The Board of Directors hired NDFHT's first Executive Director.

NDFHT continued to grow, hiring its first Receptionist, Naomi Kashak, followed by a Dietitian, Social Worker, and Community Service Worker in the months that followed.





**2014**  
A part-time Registered Practical Nurse (RPN) and a Quality Improvement Decision Support Specialist (QIDSS) joined the team.

**2018**  
A second full-time Registered Nurse, Danielle Verville, was added to support growing patient and community needs.

**2020**  
NDFHT launched its Rapid Access Addiction Medicine (RAAM) program and welcomed an Addictions Program Care Coordinator to the team.

**2025-26**  
NDFHT celebrates 15 years of Exceptional Care, reflecting a legacy of growth, innovation, and commitment to improving access to primary care services in our community.

**“The health team is willing to help and welcoming.”  
- Anonymous Patient**



Red Rock Tea & Mobile Health Clinic



Children's Mental Health BBQ



Newly Certified Foot Care Nurses



2nd Annual Photo's with Santa

# COMMUNITY EVENTS & PROGRAMS



Hurkett Monthly Cooking Sessions



Mountain View Court Cooking Class



Indoor Winter Walking Club



NMDH/FHT/NDG Chilli Cook-Off



2nd Annual Staff Best Ball Golf



Nipigon Mobile Health Clinic

# Community Event Highlights


Event Examples	Duration/ Frequency	Total Offered in 2025-26	Total Encounters
<b>“Aging Well” mobile clinics</b>	2 hours, 2 per month	8	76
<b>High School outreach</b>	6 hours, weekly between Sept – June	26	143
<b>Best Care/EarlyON visits</b>	1.5 hours, quarterly at 3 separate sites	9	44
<b>Community Flu Clinics</b>	2.5 hours, 1x per year	2	48
<b>Chronic Disease Self- Management Program</b>	2.5 hours, 6 weeks per program	12	39
<b>Depression Education program, “The Safety Net”</b>	1.5 hour, 5 weeks	5	11
<b>OPG Wellness Day</b>	3 hours, 1x per year	1	13
<b>Total # of all community sessions</b>	<b>120</b>		
<b>Total number of all community member encounters</b>	<b>1288</b>		

# Programs & Services Statistics


<b>Hypertension Management</b> 	<b>Target</b>	<b>YTD Total</b>
% of patients whose most recent blood pressure is controlled (< 12 month)	40%	65%
<b>Discharge Planning</b> 	<b>Target</b>	<b>YTD Total</b>
% of discharged patients receiving a phone call when referral is received	80%	87%
<b>Nutrition Conselling</b> 	<b>Target</b>	<b>YTD Total</b>
# of encounters	250	317
<b>Diabetes</b> 	<b>Target</b>	<b>YTD Total</b>
% of patients that adhere with medication and lifestyle changed	50%	59%


**“Highly committed staff. Happy to be at work, thorough.”**  
**- Anonymous Patient**

# Programs & Services Statistics

Mental Health 	Target	YTD Total
# of encounters for system navigation	150	171
# of encounters for mental health services/outreach	100	622
# of encounters for counselling	300	834

Smoking Cessation 	Target	YTD Total
% of patients able to reduce or abstain from their nicotine consumption	30%	81%

Acute and Episodic 	Target	YTD Total
# of RN encounters	350	645
# of RPN encounters	75	97

Community Programming 	Target	YTD Total
# of group events	25	120
# of participants	100	1288

**-“Always a warm welcome and outstanding care.”  
- Anonymous Patient**

# Draft Statement of Operations and Fund Balance

Year ended March 31	2026	2025
	\$	\$
<b>REVENUE</b>		
Ontario Health Fund Agreement	925,619	869,021
Diabetes Education Program	51,184	52,546
Opioid Addiction Treatment Services	70,286	73,614
One-Time Funding	-	16,623
Amortization of deferred capital contribution	2,398	3,040
Other	69,204	42,931
	<b>1,119,691</b>	<b>1,057,685</b>
<b>EXPENSES</b>		
<b>OPERATING OVERHEAD</b>		
Amortization	2,398	3,040
Audit, professional and other fees	12,608	7,200
Diabetes Education Program	51,184	52,456
Opioid Addiction Treatment Services	70,586	73,614
Equipment lease and service contracts	16,196	13,685
General supplies, overhead and administration	80,570	105,491
Insurance	7,421	7,183
IT Support	9,954	4,363
Legal fees	-	270
Other ongoing overhead (QIDSS travel)	14,009	15,633
Professional development	2,115	5,232
Rent	48,384	45,641
Travel	6,900	4,731
	<b>322,325</b>	<b>338,539</b>
<b>OTHER</b>		
Benefits	155,606	154,050
Salaries	546,864	542,307
	<b>702,470</b>	<b>696,357</b>
<b>PHYSICIAN COMPENSATION</b>		
Physician Consulting	15,000	15,000
	<b>1,039,795</b>	<b>1,049,896</b>
<b>Excess of revenue over expenses before settlement</b>	<b>79,896</b>	<b>7,789</b>
Other income	-	-
Settlement of funds with Ontario Health	(9,991)	(7,789)
<b>Excess of revenue over expenses after settlement</b>	<b>69,905</b>	<b>-</b>





## More Information About Us

Nipigon District Family Health Team was established in 2010, with an intention to facilitate the best possible health care for you and your family.

Family Health Teams (FHTs) are a vital component of Canada's health-care system, to provide citizens with better access to doctors and other healthcare requirements.

Our team brings together doctors, nurses, nurse practitioners, social workers and other health-care professionals, dedicated to keeping Ontarians healthy.

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