

ADVANCING OUR COMMITMENT



Action Plan for Truth and Reconciliation



Saskatchewan
Health Authority

TABLE OF CONTENTS

Our Commitment to Truth and Reconciliation	4
Our Action Plan	5
Leadership and Governance	6
Human Resources	8
Health Services	11
Data and Evidence	14
Our Ongoing Commitment	16
Resources	17

COVER ILLUSTRATION

The cover illustration was created by Regina-based artist and graphic designer Dustin George, a member of Kakisiwew-Ochapowace Nation on Treaty 4 Territory. The illustration incorporates a medicine wheel, with four interconnected sections representing Saskatchewan Health Authority's four main areas of action on the journey toward Truth and Reconciliation. Together, these elements ground the work in land, community, resilience and spiritual connection.



OUR COMMITMENT TO TRUTH AND RECONCILIATION

The Saskatchewan Health Authority (SHA) is honoured to walk alongside First Nations and Métis peoples on the shared journey toward Truth and Reconciliation. We recognize the courage of the more than 6,500 residential school survivors who have shared their stories and the strength of Indigenous communities across Saskatchewan who continue to carry these truths forward. Their experiences, and the ongoing impacts of colonial systems, remind us of our responsibility to create a health-care system grounded in respect, cultural safety, and trust.

Since our first Commitment to Truth and Reconciliation in 2019, we have taken important steps to improve equity, access, and cultural responsiveness across the health system. We recognize that reconciliation is ongoing work and cannot be achieved by SHA alone. Meaningful change happens through relationships with Elders, Knowledge Keepers, Indigenous leaders and community members, patients and families, and the staff and physicians who provide care every day. These relationships guide our learning and help ensure our actions reflect the priorities of the people we serve.

Systemic racism continues to cause harm and unsafe experiences for Indigenous peoples in healthcare. Addressing this requires humility, honesty, and sustained action across the health system. Our C.A.R.E.S. values of Compassion, Accountability, Respect, Equity, and Safety guide our decisions and our actions. Our philosophy of Patient and Family Centred Care reminds us that care is something we do with people, not to people. Through partnership with Indigenous Peoples, we strive to build a system where everyone feels seen, respected, and safe.

In 2024, we reaffirmed our commitment to advancing the Truth and Reconciliation Commission of Canada's Calls to Action. This action plan explains how SHA will continue advancing Our Commitment. It outlines priority actions, supports long term system change, and identifies next steps across areas of leadership and governance, human resources, health services, and data and evidence. Above all, it reflects a commitment to shared learning, transparency, and accountability through partnership with Indigenous Peoples.

HOW THIS PLAN WAS DEVELOPED

This plan was developed through ongoing conversations and relationship-building with Indigenous Peoples across Saskatchewan. It reflects a strengths-based approach focused on addressing systemic racism and improving cultural safety in healthcare.

Guidance helped identify priorities, long-term needs, and areas where early progress could be made.

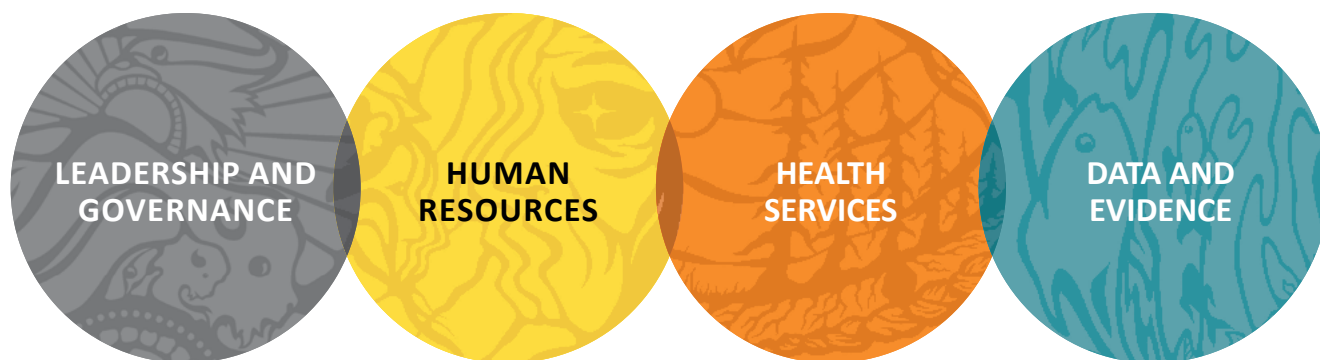
As we move forward, our commitment remains clear: to strengthen relationships, improve cultural safety, address inequities, and support better health experiences and outcomes for Indigenous Peoples across Saskatchewan.



OUR ACTION PLAN

This action plan reflects SHA's on-going commitment to advancing Truth and Reconciliation in partnership with Indigenous Peoples. The plan is grounded by the Calls to Action of the Truth and Reconciliation Commission (2015), the human rights standards mandated in the United Nations Declaration on the Rights of Indigenous Peoples (2007), and Joyce's Principle (2020). These foundations inform clear, measurable actions that will demonstrate meaningful progress in meeting SHA's Commitment to Truth and Reconciliation (2024).

Progress requires coordinated action across the health system. Actions are organized into four connected areas:



Partnership with Indigenous Peoples is central to all areas of this work.

WHO GUIDED THIS WORK

This work was guided by Indigenous leaders, Elders, Knowledge Keepers, and Indigenous Patient and Family Partners. Key guidance was provided through:

- First Nations and Métis Health Partners' Roundtable
- SHA Traditional Knowledge Keepers Advisory Council
- SHA Truth and Reconciliation Steering Committee
- Indigenous Patient and Family Partners

Their guidance helped shape the focus, timing, and sequencing of actions to ensure the work is culturally grounded and accountable.





LEADERSHIP AND GOVERNANCE

COMMITMENT

We commit to creating an inclusive culture.

SHA has taken important steps to make the health system more inclusive and culturally safe by strengthening relationships with Indigenous Peoples and increasing Indigenous leadership. This includes establishing the Traditional Knowledge Keepers Advisory Council (2019), the Truth and Reconciliation Steering Committee (2023), the position of Vice President, First Nation and Métis Health (2024), and the First Nations and Métis Health Partners Roundtable (2025). These structures help ensure Indigenous knowledge and perspectives influence and guide our work.

In 2025-2026, the Traditional Knowledge Keepers Advisory Council provided guidance on new policies including the Indigenous Cultural Responsiveness Policy and the Indigenous Hair Cutting Policy. The Knowledge Keepers advised SHA on organizational strategies such as access to traditional wellness and healing practices, and Indigenous workforce recruitment and retention. SHA strengthened collaboration through establishing the First Nations and Métis Health Partners' Roundtable, bringing together Indigenous health leaders and senior SHA leaders to support shared planning in the delivery of priority services.

In 2026-2027, SHA will support staff, leaders, and physicians to build strong, respectful relationships with Indigenous partners. New tools, including an online leadership guide, updated website resources, and a conversation and story series, will help embed culturally responsive practices into daily care. Leaders will strengthen culturally safe service delivery through accountability measures and reporting. SHA will continue to partner through the Health Partners' Roundtable to co-design and deliver health services that support Indigenous health and wellness priorities.

WHAT WE ARE WORKING TOWARD

- Inclusion of Indigenous Peoples in SHA policy review, development, and approval
- Indigenous employees represented in mid-level, senior, and executive leadership positions
- Formal partnerships with Indigenous communities and organizations to ensure patients have access to culturally safe care and Indigenous-specific supports
- Partnership agreements with Indigenous communities and organizations to address health and wellness goals identified by Indigenous Peoples
- Strong, respectful relationships between SHA leaders and Indigenous Peoples that improve health services
- Sustainable resourcing for Indigenous-specific cultural supports and patient navigation across SHA



The background is a solid dark green color. Overlaid on this are several stylized, lighter green line-art patterns. On the right side, there is a large, abstract representation of a woman's face, with flowing lines for hair and a star-like shape for an eye. On the left side, there are patterns resembling leaves and a cluster of small circles. At the bottom, there are vertical, spiky lines that look like cacti or reeds.

HUMAN RESOURCES

COMMITMENT

We commit to retaining and increasing First Nations and Métis employees.

SHA is working to build a culturally safe workforce that reflects the communities it serves and supports better health outcomes for Indigenous Peoples. Efforts to date have focused on increasing the representation of First Nations and Métis employees, supporting their recruitment, retention, career development, and overall workplace well-being. This work has been supported by stronger recruitment approaches, regular tracking and reporting of progress, and ongoing engagement with Indigenous Peoples to guide and inform actions.

In 2026–2027, SHA will build on this foundation by taking further steps to grow and support the Indigenous workforce. Planned actions include developing an Indigenous Talent Pool, creating Indigenous-designated positions, and gathering feedback through an Indigenous Employee Experience Survey to identify opportunities to strengthen cultural safety and inclusion. SHA will also implement a Continuing Care Aid pilot program in the North to make training more accessible to Indigenous learners closer to home. This will support workforce needs for new facilities including La Ronge Long Term Care and Prince Albert Victoria Hospital.

COMMITMENT

We commit to increasing cultural competency training for employees.

SHA continues to strengthen cultural responsiveness and Indigenous-specific anti-racism education for all staff and physicians. Existing mandatory Introduction to Cultural Responsiveness training will be enhanced in 2026–2027 to include more Saskatchewan-specific content. In addition, anti-racism learning will be available to more staff through a train-the-trainer model and staff working directly with patients will receive education to support the Indigenous Hair Cutting Policy.

SHA will also build stronger culturally responsive hiring practices among leaders, by providing new tools and offering a senior leadership masterclass facilitated through an Indigenous-led training organization.

COMMITMENT

We commit to embracing the strength of diversity.

SHA is working to create welcoming and respectful workplaces by listening to Indigenous voices and involving them in decisions that affect care and staff well-being. Through the Indigenous Employee Network and Advisory Circle, Indigenous staff, Elders, and Knowledge Keepers share their experiences and help shape efforts to support and retain Indigenous employees.

Next, SHA will develop safer processes for Indigenous staff to report racism experienced in the workplace and have concerns addressed in culturally safe ways. We will also review the impact of mandatory cultural responsiveness training to inform ongoing enhancements.

Indigenous Patient and Family Partners continue to advance the creation of welcoming spaces and strengthen relationships through people-centred care. In Fall 2026, the Patient and Family Leadership Council will host a symposium, with an emphasis on equity, relationship-building, and embedding Indigenous perspectives across care experiences.

WHAT WE ARE WORKING TOWARD

- Increasing Indigenous professionals across the SHA through a coordinated provincial approach to Indigenous recruitment, retention, and staff support
- Creating a workplace where Indigenous staff feel supported and where all employees have the knowledge and skills to collaborate respectfully with Indigenous Peoples
- Strengthening cultural safety and accountability through mandatory and on-going training
- Implementing a safe and culturally appropriate way for Indigenous staff to report and address racism at work
- Strengthened engagement of Indigenous employees through Indigenous Employee Experience Surveys
- Expanding mentorship and work-placement opportunities for Indigenous students within SHA facilities
- Enhancing culturally responsive leadership capacity and competency among SHA leaders through accountability plans



The background is a solid dark green color. It features a large, stylized leaf in the upper left quadrant, with a network of veins. A dark silhouette of a tree with many branches is positioned in the center-right. At the bottom, there are stylized, wavy lines representing grass or foliage.

HEALTH SERVICES

COMMITMENT

We commit to delivering culturally responsive care.

Improving health experiences and outcomes for First Nations and Métis Peoples requires culturally responsive care that respects Indigenous worldviews, knowledge, and practices. SHA has embedded Indigenous-specific cultural supports within acute care settings, including Indigenous Patient Navigators, Birth Support Workers, and cultural support staff. These efforts are supported through the expansion of Health Educator and Cultural Support Services led by SHA's First Nations and Métis Health department, as well as through partnerships with Indigenous communities and organizations to integrate their own Indigenous Patient Navigators into care teams.

In 2026–2027, SHA will build on this work by expanding Indigenous Patient Navigator services, with a particular focus on Emergency Departments and the Saskatoon Urgent Care Centre. Indigenous Navigators and Cultural Support staff will be more fully embedded into facilities and local workflows to strengthen cultural safety and improve care experiences.

COMMITMENT

We commit to finding better ways to serve.

SHA continues to renovate spaces and design new healthcare facilities in collaboration with Indigenous Peoples that support culturally respectful care. This includes the Poundmaker Sweat Lodge in North Battleford, providing access to traditional wellness and healing practices for people receiving addictions treatment. New facilities are also being designed to help people receive care closer to home, such as the 80-bed long-term care facility under construction in La Ronge, which will include a dedicated First Nations healing centre. Major projects like Prince Albert Victoria Hospital's 242-bed acute care expansion and the Saskatoon Urgent Care Centre also include dedicated First Nations healing spaces, reflecting strong partnerships with Indigenous communities and a commitment to culturally responsive care.

In 2026–2027, SHA will build on this work by collaborating more closely with Indigenous Peoples to learn from their experiences and improve services. Feedback will be gathered through patient experience surveys and engagement tables, including the First Nations and Métis Health Partners' Roundtable, to better understand what matters most to Indigenous patients and communities. SHA will also introduce Indigenous-informed ways to report and resolve experiences of racism encountered in the health system. An Indigenous Model of Care, developed in partnership with Prince Albert Grand Council, will be piloted at the Prince Albert Victoria Hospital to support safer, more respectful care, with a strong focus on emergency, acute care, mental health, maternal and child services, and care transitions.

COMMITMENT

We commit to improving access to traditional medicine.

SHA is continuing to advance a health system in which Indigenous patients can more readily access traditional wellness and healing practices. This work is supported through ongoing engagement and learning opportunities such as mini-conferences, fostering dialogue among staff, physicians, Indigenous Knowledge Keepers, and community members. In 2025-2026, an operational oversight structure was established to guide respectful and appropriate access to traditional wellness and healing practices within SHA facilities.

In 2026-2027, SHA will continue this work by implementing the Traditional Wellness and Healing Practices Program in partnership with Indigenous communities and under the guidance of the oversight committee. The program will first be introduced at Prince Albert Victoria Hospital, where traditional wellness and healing practices will be offered alongside western clinical care when appropriate. Alongside this work, the Nutrition and Food Services department is exploring ways to expand access to Indigenous-inspired foods in SHA cafeterias and on patient menus.

WHAT WE ARE WORKING TOWARD

- Partner with Indigenous organizations and communities to meet the needs of Indigenous Peoples
- Ensuring patients can request and access traditional wellness and healing practices across SHA facilities
- Continued expansion of Indigenous-inspired food offerings across SHA facilities
- Strengthened collaboration with Indigenous Peoples to guide the design of culturally safe spaces, including dedicated healing spaces within SHA facilities
- Implementing a safe and culturally appropriate way for Indigenous patients and families to report, and have resolved, racism experienced in healthcare
- Increasing access to Indigenous-specific cultural support services in SHA acute care facilities
- Expanded implementation of an Indigenous Model of Care, across SHA facilities
- Engaging Indigenous Peoples to share their healthcare experiences
- Formalized processes for Indigenous patients to receive culturally safe care coordination across the continuum of care





DATA AND EVIDENCE

COMMITMENT

We commit to collaborating in establishing appropriate data infrastructure.

Reliable and respectful data practices are fundamental to improving health outcomes and fostering trust. SHA is committed to working in partnership with Indigenous leaders and communities to develop data governance processes that reflect Indigenous priorities, respect Indigenous data sovereignty, and support shared decision-making.

SHA has been laying the groundwork to strengthen respectful Indigenous data governance, including internal knowledge-building and participation in the First Nations Information Governance Centre's OCAP® certification. SHA is also enhancing coordination of patient care through the development of data-sharing agreements that support shared electronic medical records.

Next, SHA will continue foundational learning about Indigenous data governance and collaborate with health system partners to develop a multi-year Indigenous data governance strategy aligned with the provincial Digital Health Strategy. Engagement with Indigenous leaders will guide this work.

WHAT WE ARE WORKING TOWARD

- Strengthening SHA's foundational learning of principles supporting respectful Indigenous data governance
- Updating SHA data-sharing agreements to respect assertions of Indigenous data governance principles
- Co-designing Indigenous data governance processes with Indigenous communities and organizations
- Demonstrating transparent accountability through ongoing evaluation and annual reporting
- Collaborating with Indigenous communities and organizations to evaluate their partnership experiences with SHA
- Co-publishing health data and outcomes reports with Indigenous communities and organizations

OUR ONGOING COMMITMENT

This action plan reflects SHA's responsibility to advance Truth and Reconciliation through sustained action, partnership, and accountability. Progress on these actions will continue to be reported annually through public reporting mechanisms, including future SHA reports.

Working alongside Indigenous Peoples, and embedding culturally grounded approaches across the health system, SHA is committed to building care that is equitable, respectful, and culturally safe — not only in words, but demonstrated through our actions.



RESOURCES

VISIT THESE RESOURCES TO LEARN MORE:

Our Commitment to Truth and Reconciliation

<https://www.saskhealthauthority.ca/trc>

Patient and Family Centred Care

<https://www.saskhealthauthority.ca/our-organization/quality-care-patient-safety/patient-family-centred-care-pfcc>

Saskatchewan Health Authority: Mission, Vision and Values

<https://www.saskhealthauthority.ca/our-organization/our-direction/mission-vision-values>

Truth and Reconciliation Commission of Canada

<https://nctr.ca/about/truth-and-reconciliation-commission-of-canada/>

United Nations Declaration on the Rights of Indigenous Peoples

<https://www.ohchr.org/en/indigenous-peoples/un-declaration-rights-indigenous-peoples>

Joyce's Principle

[https://principedejoyce.com/en/index#:~:text=Joyce's%20Principle%](https://principedejoyce.com/en/index#:~:text=Joyce's%20Principle%20)