November 24, 2026

Dear Saugeen First Nation patients rostered to Dr. Susan Horsfall,

It is with many mixed emotions that I am writing to notify you that I am in the process of leaving the Mino Bimaadsawin Health Centre. Some of you have likely heard, informally, that I am no longer offering in-person clinics at the Health Centre. After providing physician services in the community for six years, I have made the heart wrenching decision to leave the Health Centre. I have tried very hard, at great personal expense, to advocate for the health and well-being of the patients who have entrusted their care to me. As a result, I have encountered repetitive challenges that I now realize are not going to resolve with the current Administration capacity in a timeframe that I can continue to accept.

I have made some amazing connections through journeying beside you these past few years, whether it has been welcoming new babies born into the community, working through the effects of multigenerational trauma, or seeing people through their final days at home or in the community's hospice. It has been a great honour to have shared these experiences alongside you and I only wish circumstances were more hospitable to my continuing to serve you.

I will be providing remote input into your health care until January 31, 2027. During this time, I will carry on working closely with the very skilled and dedicated Health Centre nurses; Lisa Hebert, Clinic nurse and Wendy Gregory, Chronic Diseases Management nurse. As I have done for the past two years, when I have not physically been at the Health Centre, I will provide guidance to the nurses for any concerns you bring either when visiting the Health Centre or through texts and emails to the nurses. I will also continue to refill your prescriptions and order bloodwork or investigations that are deemed appropriate after reviewing with the nurses.

The Health Centre Nurse Practitioners do have some limited capacity to see patients not rostered to them for urgent issues. If you are having urgent symptoms or symptoms that are not going away as you would expect, please bring this to the attention of the Health Centre staff where they are in the best position to decide if the issue can be addressed by one of them or if it is something that would be better managed in one of the local emergency departments. Lastly, in order to ensure that you continue to have timely access to health care for minor ailments and, in an effort to not overly burden the Mino Bimaadsawin medical

staff, please be aware that your pharmacist can now assess and treat a number of minor ailments. For ease, I have attached the most recent communication from the Ontario College of Pharmacists listing the minor ailments that they can address.

Again, I am so sorry that I no longer have the perseverance that continues to be required to work effectively at the Health Centre. The Administration is hoping to find either a physician or nurse practitioner to resume my patient roster in the near future but, given the lack of primary care providers in the area, this may take some time. I anticipate that the Administration will be communicating with you at some point in the near future about their plans for transitioning to alternative health care access after January 31, 2027. In the meantime, I encourage you to connect with the Interim Health Director or with the Band Administrator with any questions or concerns you may have.

With both sadness and gratitude,



Dr. Susan Horsfall MD, CFPC