

Annual Report 2022-2023

RE-IMAGINING

A SACRED MOMENT... RE-IMAGINING

At Southern Health-Santé Sud we are moving onwards,
beyond the extraordinary challenges of recent times.

To re-imagine what can be...
for all to thrive and flourish in health.

We are driven by an innate desire to continually elevate the health care
experience. To explore and improve the patient journey in ways that may not yet
exist... Seeing what could possibly become... Accelerating hope.

Broadening our perspectives, we discover new realities in the way we work, connect and
understand. We seek to leverage the wisdom gained in difficult times, to unlock ongoing
potential into actionable and meaningful insights, to explore the possibilities and rise to
the opportunities that lie within our challenges.

It is about enabling problem-solving, thinking upstream, courageously envisioning new
horizons, forging a constructive path to a sustainable and equitable future in health and
making a fundamental difference for those who entrust their well-being to us.

We are charting a bold new course purposefully aligned to maximize our
collective impact with our patients, clients and residents, our leaders, our staff, our
communities, our volunteers, our partners, our colleagues and our stakeholders.

Embracing the spirit and power of re-imagining a shared future in health, we
remain strong and true to our renewed vision, mission and our core values...

UNCOMPROMISING INTEGRITY • HEALING COMPASSION • PURSUIT OF EXCELLENCE • RESPECT FOR ALL • PURPOSEFUL INNOVATION

Letter of Transmittal & Accountability

September 30, 2023

Honourable Audrey Gordon
Minister of Health

Dear Minister:

We have the honour to present the annual report for Southern Health-Santé Sud, for the fiscal year ended March 31, 2023.

This annual report was prepared under the Board's direction, in accordance with The Health System Governance and Accountability Act and directions provided by the Minister.

All material including economic and fiscal implications known as of September 30, 2023 have been considered in preparing this annual report.

The Board has approved this report.

Respectfully Submitted on Behalf of



Adam Monteith
Board Chair
Southern Health-Santé Sud



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*The French version of this report can be found [here](#).
Une version française du document peut être trouvée [ici](#).*

27 025
square km

222 369
residents

21%
10-year growth

7
First Nation
Communities

4
cities

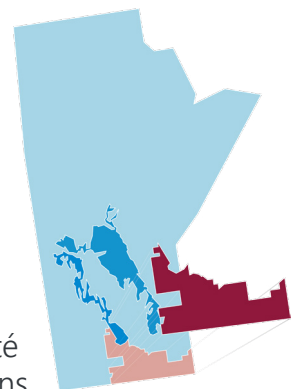
6
towns/
villages

8
municipalities

20
rural
municipalities

60+
Hutterite Colonies

About the Region



An important gateway to Manitoba from the U.S. international border, Southern Health-Santé Sud, one of seven Service Delivery Organizations in the province, stretches from the 49th parallel up to the Trans-Canada Highway, from the Ontario border to Winnipeg, and then follows the southwest edge of Lake Manitoba down to the Pembina escarpment in the west.

A thriving region and the most populated of the rural health regions in Manitoba, Southern Health-Santé Sud ranks as one of the fastest-growing and diverse areas in the province. Today, 222 369 people live here tracing their ancestries to one or more ethnic groups. Over the past decade, it has grown by over 21%, a growth rate which is the highest in the province. Two factors have played major roles in this impressive population growth: the region's above average birth rate, and a strong immigration movement from overseas and elsewhere in Canada.

Health services across Manitoba are provided in facilities located on the original lands of First Nations and Inuit peoples, and on the homeland of the Métis Nation. Manitoba's health authorities respect that First Nations treaties were made on these territories, acknowledge harms and mistakes, and we dedicate ourselves to collaborate in partnership with First Nations, Inuit and Métis peoples in the spirit of reconciliation.

Today there are seven First Nations communities in the region: Long Plain First Nation, Dakota Plains Wahpeton First Nation, Swan Lake First Nation, Roseau River Anishinabe First Nation, Sandy Bay Ojibway First Nation, Dakota Tipi First Nation and Buffalo Point First Nation. Southern Health-Santé Sud is a rich tapestry of diversity including many cultures and communities including Métis, Hutterite, Mennonite, Francophone and many others.

Provincially mandated as a designated bilingual service delivery organization, Southern Health-Santé Sud values the linguistic duality of Canada and undertakes to provide bilingual health care services to its francophone population.

11%
speak French well
enough to conduct
a conversation

13%
identify as
Indigenous

14%
have
immigrant status

9%
speak German
most often at
home

4%
identify as
visible minority

Among the Healthiest Populations

Residents of Southern Health-Santé Sud are among the healthiest in Manitoba. Life expectancy for the region is among the highest in the province. Many regional health outcomes are significantly better than the provincial averages, including: diabetes, ischemic heart disease, arthritis, osteoporosis, total respiratory morbidity, and childhood asthma.

Variations & Health Inequities Within the Region

There is a wide income gap within districts in Southern Health-Santé Sud—a difference of over \$52 000 between the lowest and highest. This is a considerable difference since the median household income is around \$60 000.

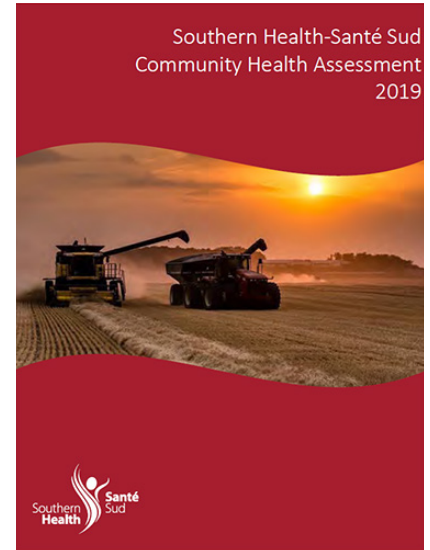
The burden of disease varies within the region, with the district of Seven Regions consistently experiencing some of the poorest outcomes. The underlying causes of health inequities are largely social and economic in nature.

Chronic Diseases Increasing

As the population grows and ages, more people are living with chronic diseases. Rates have increased significantly over time for diabetes, total respiratory morbidity, and childhood asthma. Of note, by 2024, Southern Health-Santé Sud is projected to experience the highest increase of patients requiring renal therapies for end-stage kidney disease in the province.

Lower Use of Preventative Services

Immunization for several diseases is lowest in the province, including: older adult pneumonia immunizations and several childhood vaccinations (diphtheria, tetanus, pertussis and HPV). Cancer screening is also lower than the provincial average for colorectal, breast and cervical.



Access the [2019 Community Health Assessment](#)

Message from the Board Chair



The last few years will long be remembered. The lessons we take forward remain with us, teaching us with history and reminding us of our path to today.

In years to come, unforgettable stories will surely be told—demanding and testing ones, no doubt. As I think of Southern Health-Santé Sud, our story is one of resilience. I believe we hold on to the most marvellous narratives involving the exceptional, caring, and... heroic people who, through the trials and shared sacrifice, rallied together, rolled up their sleeves and responded in remarkable and compassionate ways—overcoming the challenges, leveraging those lessons learned, finding possibility over adversity and harnessing the power of re-imagining.

The day's realities provided the stage for a thoughtful strategic planning process to expand and elevate our way of thinking and positioning ourselves for greater good—a re-imagined perspective of health - our vision: "Healthier people. Healthier communities. Thriving together". This is where we want to be—where health endures.

At Southern Health-Santé Sud we are fiercely proud of our newly minted, yet timeless Vision, Mission and Core Values, setting the foundation for a more sustainable tomorrow, opening us up to other possibilities.

Underpinning these tenets, [Strategic Health Plan 2023-28 "Our Call to Action"](#) sets forth a working framework with a series of strategic priorities and objectives to make it happen. We explored, we deliberated, we asked ourselves challenging questions. As

we transform vision into action, toward a resilient shared future with our community and an inclusive path forward, the challenges and uncertainties we encounter may be more complex than they used to be, but our commitment is steadfast. We aspire to always honour our mission of providing safe, accessible and sustainable people-centred health care.

Once again, our region has seen a boost in its population—a record-breaking increase of over 6 000 people in 2022—the size of a rural community! As the most populated of the rural health regions in Manitoba, Southern Health-Santé Sud has a growth rate that is the highest in the province experiencing a dramatic influx of immigrants and refugees. People all over the world have and continue to make their home here. Simply put – it is a great place to live. All this growth does have an impact on the future of health care services and we must continue to take this into account.

With the announcement of several significant capital projects as part of Manitoba's Clinical and Preventive Services Plan, we are building the future of health care in Southern Health-Santé Sud. With so much going on behind the scenes, including meaningful and collaborative discussions with key stakeholders, site health leadership and local Indigenous partners, the plans now show signs of fulfillment.

Portage District General Hospital

Boundary Trails Health Centre

The first phase of the Boundary Trails Health Centre renovation and expansion project that will add new acute care inpatient beds and provide a larger, more modern space for programs is underway. Construction at the Bethesda Regional Health Centre to establish a new renal unit is also underway as part of the first phase of a project that will include additional acute care inpatient beds and expanded medical capacity. As well, the planning and site preparation phase is proceeding for the construction of a new regional health centre in Portage la Prairie that will offer more inpatient beds, expanded medical and surgical capacity and a modern emergency department. Other capital projects were also finally realized: The new Boyne Lodge Personal Care Home in Carman and the expansion of Rest Haven Care Home in Steinbach were completed in 2022.

This year represents my first full fiscal year as Chair of the Board of Directors. It is my privilege to work alongside a group of talented and dedicated individuals. As good stewards of Southern Health-Santé Sud, their professionalism and conscientious attention to our fiduciary responsibilities and authentic engagement are reflected in the quality of our decisions. We want to acknowledge and extend our appreciation to retired members for their dedication and contribution to the organization. I am confident that the broad range of expertise we continue to have on the Board is a good reflection of the community—a diverse mix of skills, experience, and perspectives that will help guide us during this time of rapid change.

On behalf of the Board of Directors, I would like to recognize and thank our CEO, Jane Curtis, and her team for their steady hand at the helm and their exceptional leadership during another extraordinary year. Inspiring an organization during times of crisis is an enormous responsibility. Yet they seized the opportunities, they overcame the strong headwinds and logged some notable achievements.

Health is our most precious possession. It connects us all. It belongs to everyone. Our work in health care thus relies on the strength of everyone. We cannot do it alone. And there is no limit to how much gratitude we can give for the tremendous generosity we have seen— For stepping up. For persevering. For carrying on. For the trust you placed in us. For lifting each other up. For your support not just for Southern Health-Santé Sud, but for the thousands of people we serve—**To everyone, Thank you.**

At some point in the future when we look back on these days, I hope we will remember not only the hardships but also the triumphs. I hope we will witness how one day we became “Healthier people. Healthier communities. Thriving together” and I know we will believe that this re-imagining was worth the effort.

Adam Monteith
Board Chair



Southern Health-Santé Sud



Adam Monteith,
Chair



Edward Grenier,
Vice Chair



Talbot Bergsma



Arlene Cole



Shelley Irvine Day



Cynthia Patrick
Rempel



Peter Veldhuis



Larry Driedger



Dale Gislason



Liz Merrick

Retired board members: Quinton Didyck, Dawn Coubrough, Pam Plaster

Board of Directors 2022-23

Board Committee Membership 2022-2023

Audit Committee

Edward Grenier (Chair)
Adam Monteith
Peter Veldhuis
Talbot Bergsma

Policy Review Committee

Dawn Coubrough (Chair)
Adam Monteith
Edward Grenier
Larry Driedger
Liz Merrick

Community Engagement Committee

Larry Driedger (Chair)
Adam Monteith
Peter Veldhuis
Cynthia Patrick Rempel
Arlene Cole

Regional Medical Advisory Committee

Peter Veldhuis

Finance Committee

Edward Grenier (Chair)
Committee of the Whole

Quality & Patient Safety Committee

Cynthia Patrick Rempel (Chair)
Committee of the Whole

Board Governance

Accountable to the Minister of Health, the Board of Directors is responsible for the mandate, resources and performance of Southern Health-Santé Sud which includes the health authority's compliance with applicable legislation, regulations, provincial policies and ministerial directives.

In 2022-2023, the Board convened 11 times, meeting in person regularly. Agendas were structured to help meet Accreditation Canada's Governance Standards and to fulfill the functions of oversight, insight and foresight.

Assurance of legislative compliance and monitoring of plans

The annual governance workplan ensures that all legislative requirements are met in a timely way. It ensures accountability by demonstrating that priorities are regularly monitored. These regular monitoring tools include:

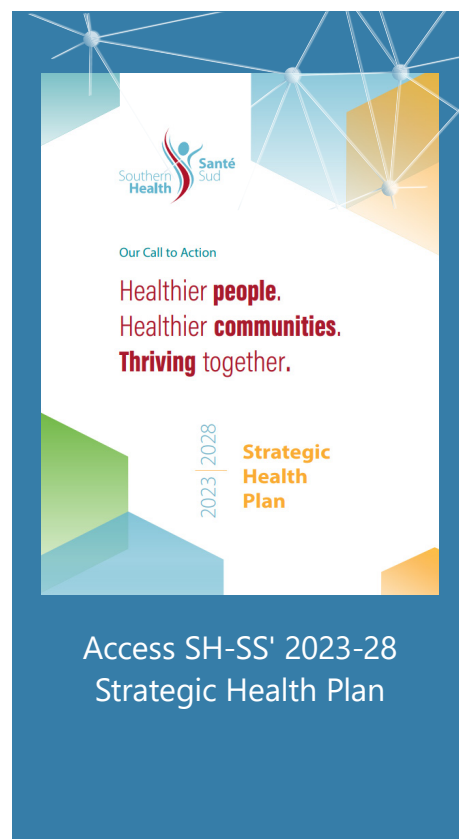
- Governance dashboards (quarterly)
- Provincial performance dashboards (monthly)
- Compliance with Executive Limitation policies to monitor risks
- Board policies are monitored for compliance and relevance (monthly)
- Financial reports are reviewed by the Finance Committee of the Whole (monthly)

Significant approvals and submissions

- 5-year Strategic Health Plan 2023-28
- Annual Operational Plan 2023-24
- Governance Quality Improvement Plan complete with priorities and measurements for success
- Diligent- a new platform to help with Board work

A few noteworthy activities that the board participated in this past year:

- Capital projects and health transformation activity updates
- Numerous presentations and reports including the results of the Canadian Patient Experience Survey, What Matters to You updates and Stevenson Report recommendations
- Insightful discussions related to Accreditation Canada Governance Standards (monthly)
- Completed a CEO evaluation, monthly meeting evaluations, Governance Functioning and Self Assessment tools, Skills Matrix and the annual individual self-assessment
- Visited the Portage la Prairie Residential School Museum
- Toured the new Boyne Lodge Personal Care Home
- Met with HIROC to review insurance and risk assessment plan for the region
- Orientation presentations were added to the Board resource library



Major Consultations with the Public and other Stakeholders

- Reviewed communication and provided responses to several community groups and organizations
- Participated in information sessions and Blessing Ceremonies held in relation to the new capital projects.
- Invited guests from *Santé en Français* to present about French Language Services and partnerships
- As part of their engagement plan, board members volunteer to participate and represent the Board of Directors at 15 identified stakeholder groups across the region. These groups include:



Community-based Stakeholder Groups

- Altona Community Stakeholder Group
- Carman Community Stakeholder Group
- Gladstone Community Stakeholder Group
- MacGregor Community Stakeholder Group
- Morris Community Partners
- Portage Community Stakeholder Group
- St. Pierre Stakeholder Group
- Swan Lake Community Stakeholder Group
- Vita & District Stakeholder Group

Specialty Stakeholder Groups

- *Table de Concertation Rurale du Sud* (Francophone Stakeholders Group)
- Indigenous Health Committee
- Regional Medical Advisory Committee

Capital Projects (Foundations)

- Bethesda Regional Health Centre
- Boundary Trails Health Centre
- Portage District General Hospital (PDGH)



Message from the CEO

Looking back over the past few years, we concede that the COVID-19 pandemic has been far from easy. Challenging as it has been, there is room for optimism. With an unparalleled worldwide focus on health, the pandemic has presented a unique threshold moment driving the engines of innovative thinking and re-imagining...

Traversing the region during the trying times, I found inspiration at every turn and witnessed the power of re-imagination in action... Turning uncertainty into hope and possibility... Reframing a crisis as an opportunity for learning and innovating... Finding pleasure in helping one another... Pushing ourselves to see a better future... Through it all, a bright spot - that special can-do attitude we know well—Southern Health-Santé Sud emerging nothing short of strong and resilient. Having proven our mettle, we continue to forge even further, raising our sights on a bold new vision and mission, embarking on a new season with [Strategic Health Plan 2023-2028](#).

Providing clarity of purpose, and in alignment with Manitoba's Health System Transformation and the Clinical and Preventative Services Plan, it will serve as a focal point as we seek to harness the possibilities and opportunities. In this first year, I am encouraged and energized by the commitment and collective effort of our team in advancing our vision and mission and taking the first steps to bringing the Plan to life.

In congruence with Manitoba's COVID-19 Health System Recovery Plan we began navigating the gradual and carefully phased resumption of services and programs that were put on pause during the pandemic. Acknowledging COVID-19's indeterminate end, the implementation of recovery strategies is balanced in conjunction with the ongoing operational demands of COVID. On a similar vein, the provincial Diagnostic and Surgical Recovery Task Force has put into practice recovery measures to support access to care and to improve wait-lists for diagnostic, surgical and other key

procedures. As we moved into recovery, we slowly embraced the loosening of restrictions, finding safe ways to reconnect in person—reigniting that priceless human connection that is so much a part of what we do.

We still face considerable challenges and uncertainties: Significant vacancies across the workforce; inflationary cost of living pressures; a backlog of patients waiting for treatment and increasing volumes of people requiring support for mental illnesses and many other system pressures. However, the one thing that always stays the same—our resolute commitment to our patients. As much as we lived through incomparable moments, we also experienced innumerable, seemingly ordinary moments that create positive healthcare experiences with patients and families and we continue our efforts to hear what matters to you.

The pandemic brought into focus the social reckoning of people experiencing racial and system inequities. It calls on us

to deepen our abiding commitment to build and promote a culture of inclusivity in Southern Health-Santé Sud... to honour each other's experiences and perspectives. As we continue our journey to strive for equitable outcomes and belongingness for all, we acknowledge we still have more to learn to respond to the Truth and Reconciliation Commission of Canada Calls to Action. We renew our efforts to strengthen our relationships with Indigenous communities and the people whom we serve with meaningful engagement and collaboration. Together in participation with Manitoba's Disrupting Racism Steering Committee we are collectively putting forth an active effort toward eliminating racism and discrimination in all health care interactions—a hopeful re-imagination of our systems, allowing us all to flourish and thrive.

Despite the ongoing unpredictability and uncertainties of fiscal 2022-23 Southern Health-Santé Sud remained financially resilient, capping the year with another balanced budget. The numbers hardly tell the full story. Good stewardship is a way of life here, the main drivers being a disciplined approach in our fiscal policies and practices and an ethical budget planning process - teams across the organization collaborating in identifying areas of needs and areas where dollars can be "shared".

Over 5 800 strong, going above and beyond again and again. We've said it many times and it bears repeating. Our Southern Health-Santé Sud team—individuals caring for individuals—they are the foundation of our healthcare system. The very nature of who we are. So often, they put their own worries aside rising to the occasion, their grace and compassion shining through even on the most difficult days. We are so very proud.

COVID-19 underscored our inter-connectedness. Our efforts to overcome the hurdles and impediments were meshed

with those of our regional, provincial and national partners as we held hands in solving problems, marshalling our resources and re-imagining how to move forward. And here at home, we are grateful for the local support with our communities and the provincial coordination of Service Delivery Organizations, Shared Health and Manitoba Health.

With deep respect we also acknowledge the Board of Directors' enormous support and their commitment and insight in providing direction in our work across the region and beyond. Their unsparing dedication, skillful leadership and creativity in charting a new course with our strategic health plan inspire us all.

There is indeed cause for optimism. The pandemic may have pushed us to our limits, but it also brought an unparalleled focus on the human situation, fast-tracking the adoption of new ways to improve health. We've used our resilience to realign, to look ahead, to become better, making space for inspired and purposeful innovation. We re-imagined! And, it is in re-imagining that we will capture that inevitable connection with the future, igniting our thoughts on the possibilities and empowering our collective journey in health to realize our vision—our goal for true recovery **"Healthier people. Healthier communities. Thriving together"**.



Jane Curtis
Chief Executive Officer
Southern Health-Santé Sud

ABOUT SH-SS

Vision . Mission . Values

Our Vision: Healthier people. Healthier communities. Thriving together.

Our Mission: Partnering with our communities, we provide safe, accessible and sustainable people-centred health care.

Our Values:

Uncompromising INTEGRITY

We build trust through accountability, authenticity and responsiveness in everything we do.

Pursuit of EXCELLENCE

We put forth our personal and professional best in our commitment to the highest standards of safety, quality and service.

RESPECT for all

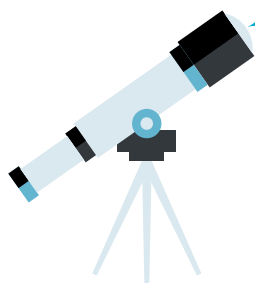
We commit to inclusion and equity, and embrace diversity of culture, traditions, identity, ability and thought.

Healing COMPASSION

We empower hope for the whole person, being there along the journey with kindness, generosity and empathy for another's reality.

Purposeful INNOVATION

We courageously create new opportunities and collaboratively generate solutions for a sustainable future.



Our Services

In collaboration with the province, Southern Health-Santé Sud supports a person's health care needs through life's transitions with the delivery of a comprehensive network of core services.

Various supports enable the delivery of these services including Indigenous Health; French Language Services; Human Resources; Infection Prevention Control; Quality, Patient Safety and Risk; Finance; Decision Support and Planning; Communications; Health Information Services; Nutrition; Maintenance; Laundry; Housekeeping and many others.



Everyone deserves access to quality health care, at every touchpoint on the health care journey. The breadth, depth and complexity of services within Manitoba's health system are very much interdependent, requiring the collective effort of many multidisciplinary organizations and individuals. The need to align—to synchronize and cooperate on priorities and tactics—is therefore critical...

It means leveraging expertise and resources so that the entire patient journey can be methodically considered and provided appropriately. It means health care providers having access to appropriate tools and information about your health needs. It means being resilient, coordinating and supporting one another in times of need. In the long run, it means more accurate, comprehensive and equitable care.

Core Services

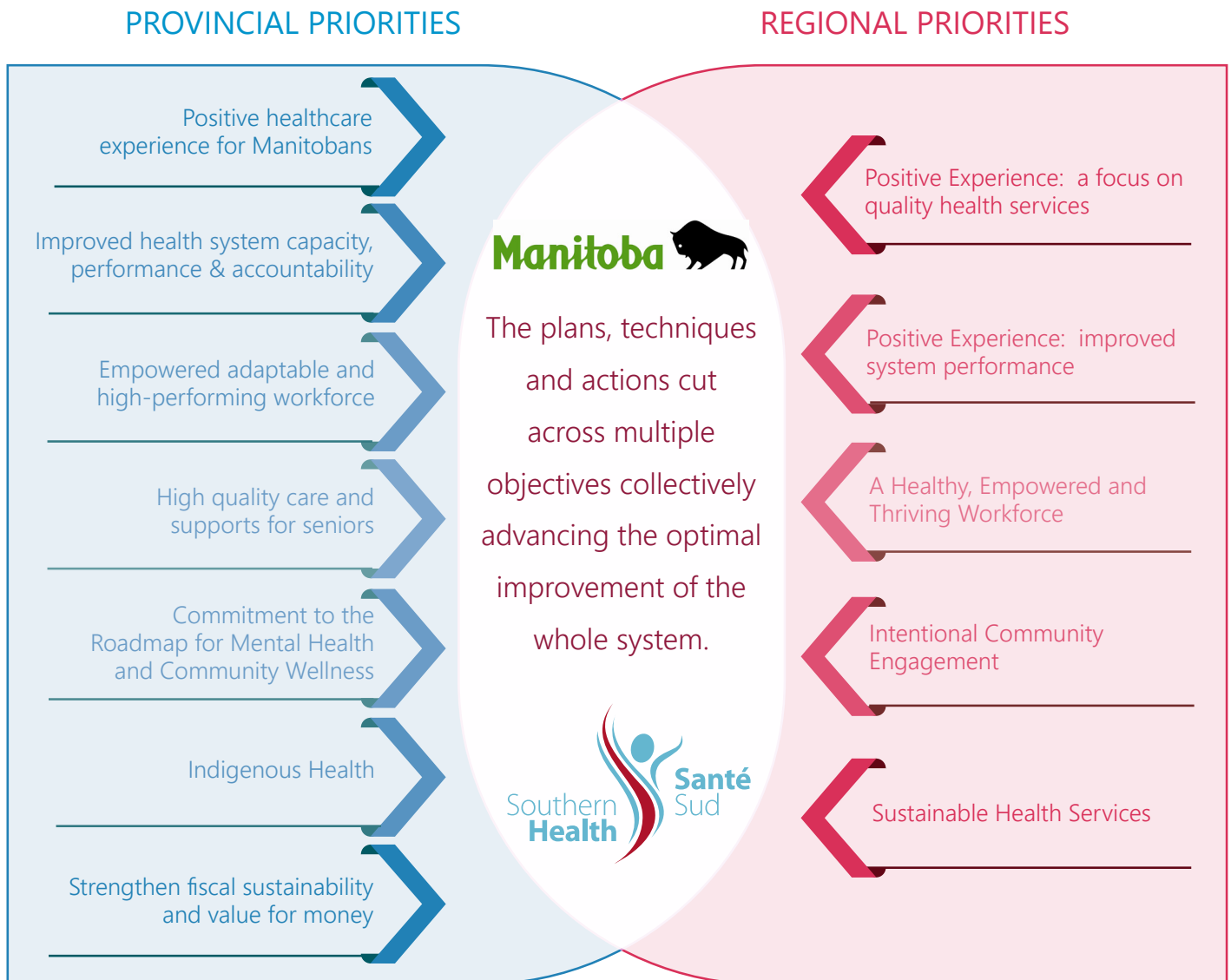
- Acute Care
- Ambulatory & Outpatient Care
- Pharmacy
- Rehabilitation
- Long Term Care
- Home Care
- Palliative Care
- Primary Health Care
- Public Health-Healthy Living
- Mental Health & Addictions

In partnership with other SDOs:

- Emergency Response Services
- Cancer Care

Aligning Provincially

Southern Health-Santé Sud's strategic priorities and related objectives are aligned with Manitoba's health system priorities including the Mental Health and Community Wellness, Seniors and Long-Term Care and system-wide Indigenous Health priorities. In a cross-functional collaborative environment such as ours, teams from different programs come together to draw on expertise from various areas so that everyone can participate in and contribute to their achievement.



Challenges & Future Direction

COVID-19 served as a bold reminder of the gaps and vulnerabilities in the health system. The shortcomings and systemic stressors that existed before remain, and in some cases are amplified, a consequence of added pressures in the system and health needs and inequities of the population. While we continue to deal with multi-dimensional challenges it is also a call to problem-solve and design sustainable solutions—to re-imagine. While all these issues crosscut and intersect to some extent across most operations, the top challenges and risks identified this fiscal year are as follows:

Challenges to Accessible, Safe, & Equitable Patient Care



The main drivers of this risk include workforce shortages, lack of primary care access and population growth. With rapid population growth comes many challenges including stress on infrastructure, strain on public health with transmission of communicable diseases, inequitable health access and outcomes among populations. Compounded by the effects of the pandemic such as the delay in seeking care, increased demand for mental health & addiction services, long wait times for most services and reduced bed capacity and the post-pandemic influx of patients seeking care, inflationary costs... all have an impact on the health care experience.

Human Resources – Shortages, Recruitment, & Retention



Workforce sustainability is one of the greatest risks to our system. As we continue to bring about the development of an integrated network of hubs and provide a higher level of services to meet the needs of a growing community, we will need to attract new specialist staff as well as ensure ongoing development of existing staff across all disciplines. Adequate supports are essential to protect the workforce's health and resilience.

Increased Demands & Gaps as Result of Provincial Changes

Against a backdrop of staffing shortages, operating pressures and heightened service expectations, health care providers are being heavily challenged with the ongoing system-level transformation work. The planning and execution of provincial models or strategies require meticulous consideration when applied in contextually different geographical and cultural environments. We recognize the multi-layered local differences and challenges.

Challenges Related to Information Technology – Infrastructure & Access

The pandemic's heightened instability also gave prominence to existing challenges such as accessibility of our out-dated technology, information systems across programs that are not integrated, rural cell service challenges, capital planning and aging infrastructure.




Reputation & Confidence from Community Stakeholders

Our relationships and partnerships with community are critical to achieve our collective goals and priorities. Health system changes, the impact of the COVID-19 pandemic, our methods of communication, the growing fatigue with restrictions have all impacted the confidence and trust built in these relationships. We will look for new opportunities and strategies to refine meaningful engagement approaches and practices.

The future... Strategic Health Plan 2023-28:

Our Call to Action has set clear strategies to re-imagine and to mobilize transformational positive change focused on our vision of Healthier **people**. Healthier **communities**. **Thriving** together. The challenges we face will entail major efforts that require collaboration from everyone.

The plan puts forward our **direction for the future** providing a framework to guide decision-making while building alignment with Manitoba's Health System Transformation and supporting the implementation of the Provincial Clinical and Preventive Services Plan. Detail work is underway to build up care locally and to plan how services and resources will be used in smarter, modern ways with well-integrated health care teams and hubs.



Embedded throughout our work, our core values of uncompromising **integrity**, healing **compassion**, pursuit of **excellence**, **respect** for all and purposeful **innovation** are the lens through which we will navigate the challenges that lie ahead.

Manitoba's Health Transformation

Detailed planning continued over the past year to support the implementation of Manitoba's Clinical and Preventive Services Plan. Manitoba's Health Transformation Office worked with Shared Health, Service Delivery Organizations, CancerCare Manitoba and local teams of clinical and operational experts to guide how services and resources can be used in smarter, more modern ways. Together they are developing integrated health care teams across the province to meet the needs of patients.

Health transformation projects underway will give Manitobans:

- More access to quality and equitable care at home or in the community, with less need to travel for services
- Enhanced virtual care options, when appropriate and safe to do so
- Clearer pathways for providers and patients to access specialized care
- More surgical and diagnostic capacity at designated sites in the community or closer to home
- More options for home and community care

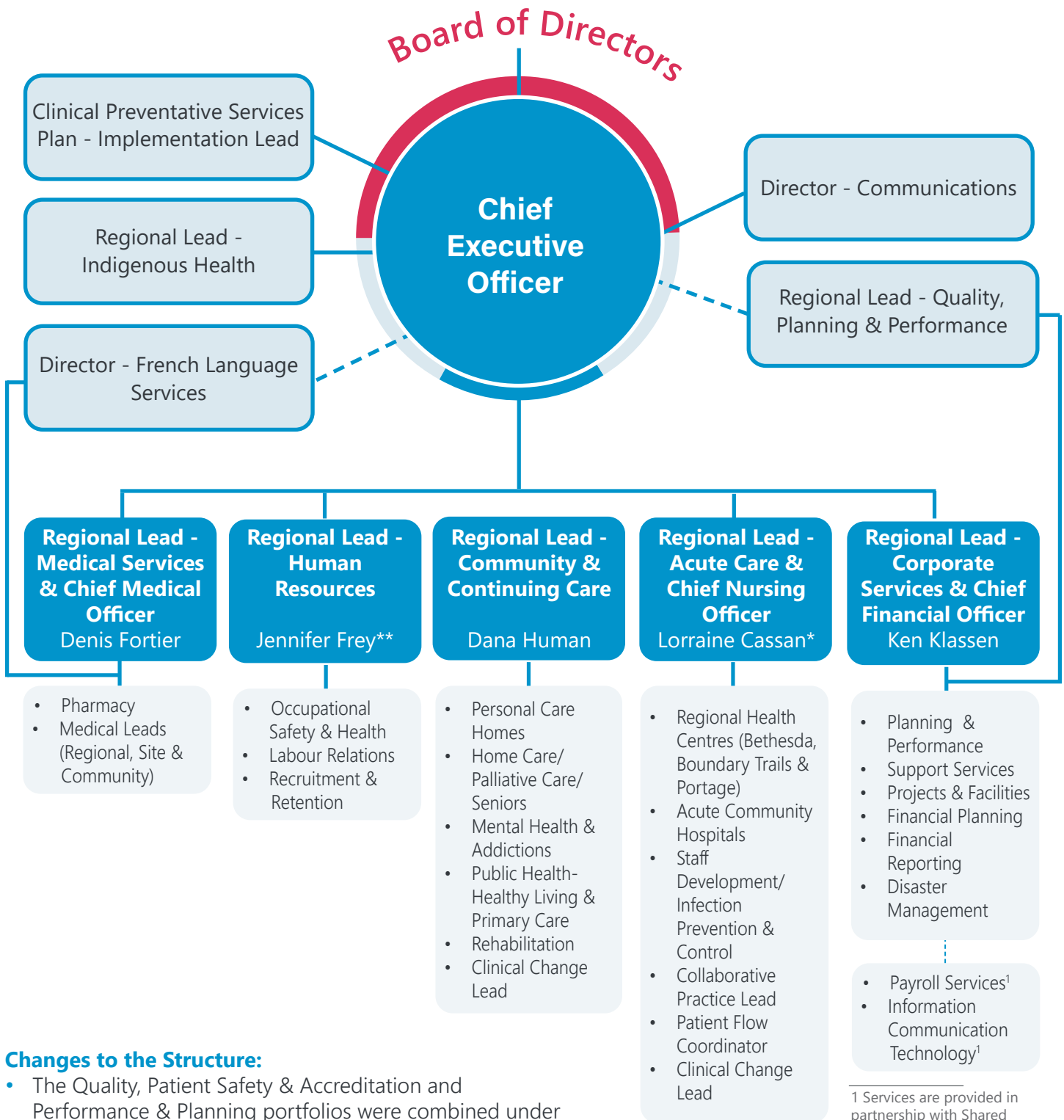
Shared Services

Work continued to establish patient-focused, consistent and coordinated shared services, as identified by the health system transformation plan including capital planning, human resources, pharmacy, and supply chain.

Provincial Clinical Teams are working to transform services that were previously siloed across the Service Delivery Organizations into provincially shared ones. These new shared services will provide standardized and efficient processes and reduce duplication of efforts and data to enable a stronger focus on the clinical needs of Manitobans.

Organizational Structure

as of March 31, 2023



Changes to the Structure:

- The Quality, Patient Safety & Accreditation and Performance & Planning portfolios were combined under the direction of one Regional Lead.
- Regional Lead - Indigenous Health increased EFT

* Noreen Shirliff until June 2022

** René Ouellette until December 2022

¹ Services are provided in partnership with Shared Health/Soins communs

ACHIEVEMENT HIGHLIGHTS

A COMMITMENT TO RE-IMAGINING...

In times of rapidly changing health care dynamics, our greatest resource is our capacity to imagine the possibilities, to innovate and think boldly about how we do so... [Southern Health-Santé Sud's 2023-28 Strategic Health Plan](#) does that.

Our annual operational work, as demonstrated in the following pages, aligns with strategic priorities to ultimately accomplish our objectives and move us in the direction of our Vision and Mission.

A Positive Experience

A focus on quality health services

... through the renewed pursuit of high quality, safe, people-centred care that matters to patients

Objectives

1. Improve health care accessibility and system responsiveness. Reduce wait times.
2. Partner with Indigenous and French language communities to develop accessible health service opportunities.
3. Advance health equity. Dismantle systemic discrimination, racism and other barriers to access.
4. Amplify focus on upstream work, health promotion, disease prevention and population health strategies that improve health outcomes with a focus on public health, mental health and addictions.

Quality Improvement

Refocusing our capacity for improvement with Strategic Health Plan 2023-28, a comprehensive Quality Improvement Plan (QIP) was advanced in 2022-23 where all sites and programs across the organization define formal, quality commitments aligned with our strategic priorities. These plans allow all teams to contribute to furthering performance, outcome and processes. Progress on targeted priorities and action plans are monitored on a regular basis.

Reducing Backlogs

The impact of the global pandemic on wait times has been significant. We continue collaboration with the Provincial Diagnostic and Surgical Recovery Task Force putting into practice recovery measures to support access to care and to improve wait-lists for diagnostic, surgical and other key procedures. Our continual efforts to reduce the backlog and enhance services closer to home included the following ways:

- to respond to current and future needs of patients a new surgical urology program began at Hôpital Ste-Anne Hospital, the first time this service has been available within Southern Health-Santé Sud.
- with the added capacity to conduct 120 more hip and knee replacement surgeries per year at the Boundary Trails Health Centre, we were able to significantly increase the number of procedures completed last year. In 2022-23 **597** hip and knee replacement surgeries were completed at the facility. More than half of the surgeries were considered 'same day'. Recovering at home gives patients the comforts of their own environment as they heal and access physiotherapy and rehabilitative treatments as part of our continuum of care.

In the midst of challenging times, the depth of our commitment to provide a positive experience and our relentless focus on people-centred care remains steadfast with a renewed focus on building patient-focused solutions...

Key Surgery Service Levels & Median Wait Times

Cataract Surgeries



Hip & Knee Surgeries at BTHC



Expected result:

Actual results:

300
surgeries

258 86%

Wait Time Target:
16 weeks

9.3 weeks

500
surgeries

597 119%

Wait Time Target:
26 weeks

36 weeks

Advancing Health Equity. Disrupting Racism

Equity, diversity and inclusion is an ongoing process. While many programs are advancing a culture of belonging, we have made a commitment to accelerate efforts in addressing all forms of racism and discrimination with the support of Manitoba's health system leaders. Manitoba's Disrupting Racism Steering Committee has been created to support the development, implementation and evaluation of policies and strategies intended to progress Manitoba's health system toward dismantling systemic and structural forms of racism and eliminating it in all health care interactions.

Ultrasound-guided IV

For difficult peripheral intravenous (IV) access, a new ultrasound-guided procedure was implemented. Using ultrasound guidance reduces the number of attempts and associated complications, increases success rates, and decreases insertion pain. It also reduces care delays, provides cost and time savings and improves the patient experience.

What Matters to You

We continue to see many new and creative approaches in adapting the concept of 'What Matters to You' for co-creating health partnerships across the region. In 2022, Southern Health-Santé Sud's What Matters to You Bedside Tool was highlighted in CIHI's Patient Experience in Canadian Hospital report as an example of using patient experience data to implement change. This tool aims to gather information from patients on what they find is most important to them while receiving services across the care continuum. Additional key 'What Matters to You' highlights:

- the Palliative Care program encourages patients and families to fill out new one-page What Matters to You form now recorded in electronic health records to keep it front and centre for health providers.
- Health Information Services at Boundary Trails Health Centre has incorporated What Matters to You questions upon admission.

Palliative Care

With additional funding, Palliative Care services are enhancing access to palliative care for people affected by life-limiting illness at home. Providing after-hours care and increased physician support, it allows for better access to compassionate quality of life care and symptom management in any hospital, personal care home or in the patient's home. The program increases support for caregivers in all settings, improves the delivery of inpatient palliative care, and enhances training and awareness of palliative care for health providers.

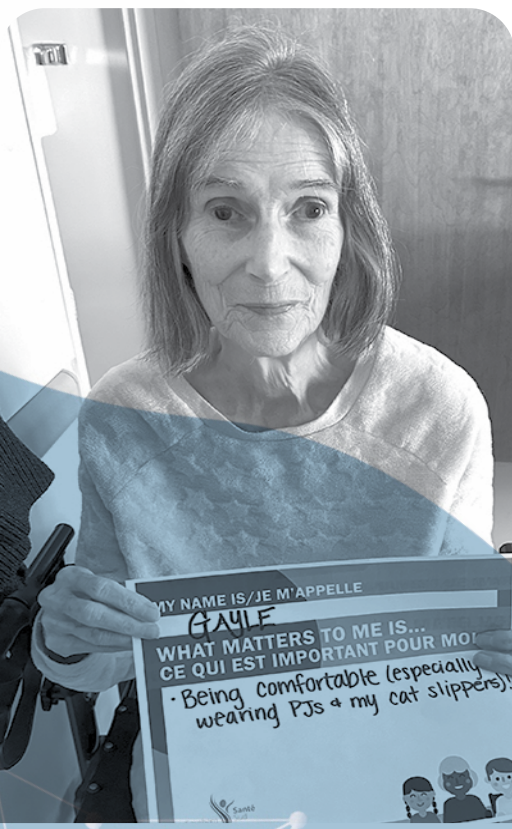
Strengthening Long Term Care

In response to the Stevenson Review recommendations and with significant investments from the provincial government, positive changes are underway and will continue to be implemented. Improvements are focused on resident safety, staffing compliments, infectious disease and communication with families and staff. Amongst other enhancements, an overall staffing plan increases support for personal care homes (PCHs) while also addressing resident safety.

Mental Health and Addictions

The pandemic has both magnified and highlighted how crucial mental health and addictions promotion and care are to the overall well-being for the region. Southern Health-Santé Sud is actively participating in various governance groups and committees led by Shared Health with the common goal of fulfilling Manitoba's key strategies for Mental Health and Addictions.

Additionally, Southern Health-Santé Sud has identified areas of focus that can improve capacity, models of care and ensuring that the services delivered in the community are effective and value-added. Strategies have been implemented such as reviewing mental health waitlists including the review of acuity levels, plans for treatment/support, and adopting a regional virtual waitlist. As well, various groups and classes have been implemented in the Child and Adolescent and Adult programs as part of the Stepped Care Model service options. We have also evaluated the walk-in counselling services with a plan to extend the reach of walk-in services by offering virtual options for clients.

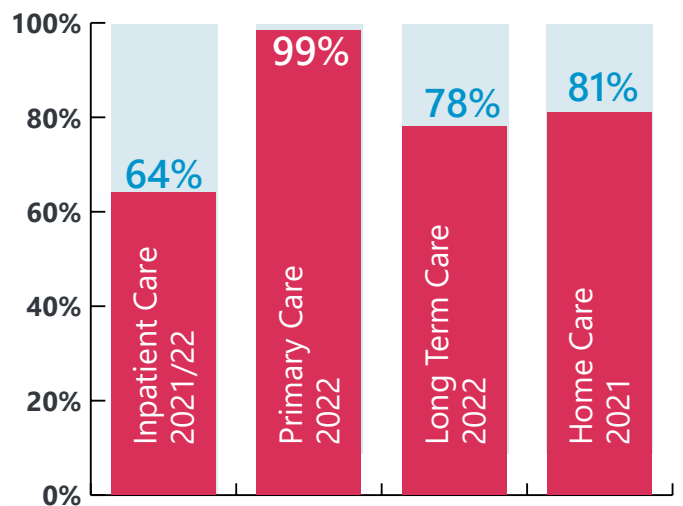


Expected Results

Manitoba inpatient experience target: 69%

SH-SS target for other programs: 80%

Client Experience Survey Results - Overall Positive Experience



A Positive Experience

Improved health system performance

... through continuous improvement, supported by monitoring systems, practices, and culture that ensures the provision of positive patient experiences

Objectives

1. Optimize continuity of care with seamless patient transition between providers and services.
2. Keep people at home longer. Promote and support access to 'right care' environments.
3. Modernize health care systems with digital solutions to support positive health experiences.

Through our commitment to innovation, we look for opportunities to address system needs and leverage new and existing tools and approaches that allow us to capitalize on our expertise, laying the foundation for improved models of care locally . . .

Hybrid Medical-Mobile Withdrawal Management Service (MWMS)

Southern Health-Santé Sud received approval for a MWMS to help strengthen and enhance the provision of mental health addiction services across the region. The program supports participants 16 years and older who want to detox from a substance they are using within their own community. Our hybrid model will also have a dedicated medical bed in Portage District General Hospital for those who need medically monitored withdrawal within a facility. Located in Southport, the team will be mobilized across the region as required.

Safety Grant Award

Southern Health-Santé Sud received a \$7 000 Safety Grant Award from HIROC Foundation to launch an application that will help pharmacists and physicians optimize dosing and monitoring of Vancomycin. This quality improvement project was chosen after noticing a trend in patient safety incidents when new guideline recommendations came out that made it very time consuming and complex to determine dosing, improve clinical outcomes and avoid adverse effects. Data collection will continue into the following fiscal year.

Dedicated Stretcher Service

An interfacility transport program is now operating in the Morden-Winkler area. The dedicated stretcher service transports stable low-acuity hospital inpatients and personal care home residents to medical appointments, diagnostic tests or treatment or between facilities, freeing up paramedics and ambulances to respond to emergencies and provide care for more sick patients.

Addictions Foundation of Manitoba (AFM)

It takes a dedicated group of talented mental health professionals to meet the urgent needs of our patients and the community. AFM staff members joined the Southern Health-Santé Sud staffing complement to provide more seamless care for residents. Responsible staff continue to focus on addiction management playing an integral part of the new model of care strengthening local and provincial mental health and addictions service delivery.

Hand Hygiene Auditing Tool

Hand hygiene is one of the most important measures to avoid the transmission of harmful germs and prevent infection. A new provincial electronic auditing tool, HandyAudit, was implemented in all acute care and long term care facilities. This tool provides accurate and consistent handwashing compliance measurements helping improve patient safety through better understanding of hand hygiene behaviour. It replaces the paper-based auditing method and will decrease workload and provide real time feedback to staff.

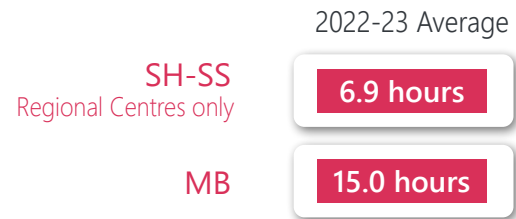
Emergency Department Joint Council

To help address the wait times, a thorough review and comparison of Emergency Departments was conducted for all three regional health centres. As an outcome, the Emergency Department Joint Council was established to action the recommendations from the review, improve patient flow and implement a number of practices and protocols that will ultimately lead to system efficiencies and reduced wait times.

Clinical and Preventative Services Plan (CPSP)

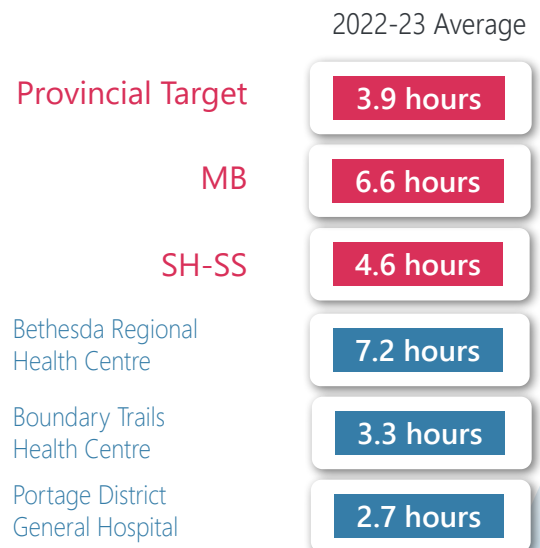
Southern Health-Santé Sud continues to collaborate with its partners on a host of activities that will improve the quality, accessibility and efficiency of services. Detailed work has been underway to build care locally. Clinical leaders have remained engaged in informing the implementation of the CPSP with patient-focused solutions whilst giving expression to Southern Health-Santé Sud's vision, and laying the foundation for improved models of care.

Emergency Department Median Length of Stay of Admitted Patients



Emergency Department Wait Times

Time to physician initial assessment (TPIA) 90th percentile.



A Healthy, Empowered and Thriving Workforce

...through diverse, skilled and engaged staff adaptable to future changes

Objectives

1. Environment that fosters a shared sense of belonging, wellbeing and pride in the workplace.
2. Invest in ongoing regional education, training and other opportunities. Support and mentor staff to grow, learn and develop their leadership skills and competence.
3. Implement a holistic and robust approach to recruitment and retention, in collaboration with communities.
4. Develop systems and processes that support equal opportunity. Abolish all forms of racism and discrimination.

It takes over 5 800 people to run programs and sites across the region, and everyone plays a vital role. Our results reflect the team's commitment . . .

Health Human Resource Action Plan

In November 2022 the Manitoba Government announced a \$200 million investment towards a health human resource action plan to retain, train and recruit health care staff across the province. As part of the action plan, nine new incentives have been implemented by the Manitoba government to help retain, recruit and support nurses.

We are working closely with the province on these initiatives and incentives, many of which are already underway. Alongside a Manitoba delegation, Southern Health-Santé Sud staff travelled to the Philippines on a recruitment mission to pave the way for qualified internationally educated nurses to help address the significant health workforce shortage.

Ratification of Collective Agreements

Southern Health-Santé Sud welcomed the ratification of several long-term collective agreements with the unions and associations that represent our workforce following changes made as part of the Health Sector Bargaining Unit Review Act. The new agreements have included wage and other monetary increases to better reflect the work being done by employees and improves our ability to recruit staff to Manitoba's health system.

Southern Health-Santé Sud Employees

4 437

includes full-time, part-time & casual positions

1 388

Affiliate Health Corporations & Community-Owned Not for Profit*

Eden Mental Health Centre, Heritage Life Personal Care Home*, Menno Home for the Aged, Prairie View Lodge, Rest Haven Nursing Home, Rock Lake Health District Hospital, Rock Lake Health District Personal Care Home, Salem Home Inc., Tabor Home Inc. & Villa Youville Inc.

Workforce Survey

In the fall of 2022, over 30% of staff (the highest participation rate to date) completed the Workforce Survey on Well-being, Quality & Safety developed by Health Standards Organization and Accreditation Canada to obtain input on patient/resident/client safety, care quality, work environment and staff well-being. Improvement efforts will be rolled out in upcoming years to address staff feedback.

Supporting Equal Opportunity

In building a more inclusive organization we endeavour to have a workforce that has a shared understanding of the rich diversity of our communities. Our progress has been made possible by the strong partnerships we have made over the years. We formalized our commitment to advancing this work with the reallocation of funding within our budget for a full time **Indigenous Health Director position**. While addressing the Truth and Reconciliation calls to action, we continue providing Indigenous cultural competency training for all health care staff. As we moved into post-pandemic recovery, we were able to provide several in-person events at the National Indigenous Residential School Museum.

Innovation in Motion

Recognizing that everyone at Southern Health-Santé Sud has the potential to re-imagine and lead change that makes a difference, an "Innovation in Motion" workshop was held in the fall of 2022 with leaders to further explore and advance our new core value of Purposeful Innovation.

Manitoba Indigenous Cultural Safety Training

98 staff

trained in 2022

Walk-A-Mile-In-My-Moccasins

90 staff

trained in 2022

792 staff

trained since 2011



Performance Conversation Guide

A new performance conversation guide was developed using a What Matters to You approach focusing on building joy in work and reducing employee burnout. Staff have mentioned it to be a much more positive experience that has helped them feel heard by their managers.

French Language Services (FLS) Toolkit

A toolkit has been designed to ensure FLS considerations are taken into account and applied to CPSP work in the transformation process. Communication is ongoing between Southern Health-Santé Sud FLS Unit, FLS Provincial Network and the Recruitment and Retention Office.

Workforce Demographic by Age

1 976

Under 35 years

2 568

35-54 years

1 281

55+ years



Quality Service Awards

Quality Service Awards recognize extraordinary achievements and contributions of employees that extend their efforts beyond day-to-day performance duties by sharing gifts of compassion, patience, kindness and professionalism with clients and colleagues. Employees are nominated for their outstanding service by their peers.

Congratulations to the 2022 **Individual Quality Service Awards**:



Kevin Beaudette - Clinical Resource Nurse – Vita & District Health Centre



Ales Morga - Regional Lead - Quality, Performance and Planning



Mona Spencer - Director - Acute Community Hospitals

The Service Excellence Team Award The 2022 Team Award was presented to the Nursing and Health Care Aide Staff at Lorne Memorial Hospital who have gone above and beyond to provide exceptional care to inpatients and outpatients alike.

The CEO Career Achievement Award honours a Southern Health-Santé Sud employee or service provider with 25 years or more of continuous service, whose passion for their work, sustained positive attitude and high personal ethic has earned them the greatest respect of their peers. The 2022 CEO Career Achievement Award was presented to:



Dorothea Wicklund. Currently with the Inter Professional Team Development Initiative (ITDI) at the Portage Clinic, her nursing career has spanned over 40 years in various positions.

Family Physician of the Year Award is given by the Manitoba College of Family Physicians for significant contribution to the practice of medicine and in recognition of services rendered to patients and the community. Congratulations to Dr. Myron Thiessen. Dr. Thiessen currently works as a family physician in Vita, Manitoba. Throughout his 32-year career as a Family Physician, Dr. Thiessen was a champion for primary care, family physicians and My Health Teams. He worked hard to strengthen the voice of family physicians throughout the region and spearheaded the formation of the first Regional Family Medicine Specialty Lead.

The Honorary Designation of Physician Emeritus is conferred upon retirees or semi retirees to recognize their contributions and accomplishments over their professional careers within Southern Health-Santé Sud.

Dr. Alan Macklem a retired family physician who practiced for over 29 years in the Portage area including services to the Sandy Bay First Nation. Dr. Macklem had a broad scope of practice consisting of clinic, family & addictions medicine; hospital work including obstetrics, emergency & critical care; PCH, Manitoba Development Centre and the Agassi Youth Centre.



Intentional Community Engagement

... through strong, meaningful and collaborative relationships with communities and partners

Objectives

1. Enhance public trust and confidence, while promoting a shared purpose and common goals within a regional context.
2. Meaningfully inform, consult and engage communities regarding health care services and programs in the region.
3. Advocate the positive elements of the health system transformation process.

Engagement Plan

Southern Health-Santé Sud's leadership advanced an engagement plan revolving around three refined public engagement mechanisms:

- **Public Website** - information on various projects are updated regularly with opportunities to provide feedback.
- **Stakeholder Groups** - main source of networking and engaging about health and population concerns. Community Stakeholder meetings have been re-energized with the addition of new groups forming. St. Pierre-Jolys and area launched a new stakeholder group this past year for the purpose of sharing information and hearing from one another. Individual board members are assigned to attend meetings of different stakeholder groups around the region to understand and weigh the issues that matter most to stakeholders.
- **Foundations** - due to the community contribution requirements for capital projects, the ongoing dialogue with the three regional health centre foundations is seen as a key element to success.

Annual Public Meeting

Offering stakeholders the ability to view remotely Southern Health-Santé Sud once again livestreamed its 10th annual public meeting with a recording posted to our website. Now a more accessible event, it maximizes engagement by allowing us to have a wider reach than ever before. Feedback has been very positive.

Health Promotion Grants

The Public Health-Healthy Living Team distributed \$2 000 health promotion grants to 68 different community groups in 2022-23 focusing on mental health promotion. Re-establishing and building relationships with communities post-pandemic has been a critical success factor.

Engagement and collaboration are long-standing practices across the region. We continue to uphold and elevate collaborative relationships with health system stakeholders who bring the voice of those we serve to the table . . .

Advancing Reconciliation in Partnership

To lead the way to a healthier future, Southern Health-Santé Sud strives to respond to the holistic needs of Indigenous peoples by building partnerships, trust and by applying an equity lens throughout all facets of our health care services.

Committed to meaningful change we are actively involved in Provincial Disrupting Racism initiatives and Truth and Reconciliation work. A tool was trialed with program teams to identify how they can support and action legislation and guidance, including the Truth and Reconciliation Calls to Action. Indigenous Elders were invited to perform blessing ceremonies on the grounds where new capital projects were beginning. (TRC Principle 7).

To advance partnerships and collaboration with Indigenous communities and partners we are re-energizing internal and external Regional Indigenous committees and continue to maximize Indigenous Support Worker Services.

In September 2022, the region sponsored a [youth art contest for Orange Shirt Day](#) where 16 indigenous youth submitted designs for a shirt. The winning design features artwork by Indigenous student **Natasha Nelson**. Five hundred shirts were sold with net proceeds going to the National Indigenous Residential School Museum of Canada located at Long Plains First Nation.



What Matters to Home Care Clients

The Home Care Program reviewed results from their client experience survey in 2022 with almost 450 respondents. They wanted to engage further to get additional ideas for areas of improvement related to involvement in care, education, and sharing of information. This deeper dive into what matters to home care clients demonstrates our commitment to people-centred care.

Home Care Client Experience Survey 2022

+440 respondents

81.2%

'Overall I am satisfied with the quality of care I received.'



Information Sessions

The CPSP Regional Team has intentionally engaged with partners and communities at opportune times. Planned information sessions included relevant, meaningful and collaborative discussions with the community at large, local Indigenous partners and key stakeholders addressing the issues that matter most to them. Drawings, mock ups and updates focused on early capital planning efforts of cornerstone projects' were shared. Results from What Matters to You cards distributed to participants at these meetings provided a rich assortment of ideas for consideration in the planning and building process.

Emergency Room Schedules

Emergency services are a key component of our health care system. To ensure that patients are aware of and able to access the right care at the right location when needed [Emergency Department Schedules](#) are now posted on the public website and updated weekly.

Sustainable Health Services

...through balancing the fiscal needs of the health system while providing high quality, safe, and people-centred health care.

Objectives

1. Continue to maintain a balanced budget, leveraging opportunities to improve efficiencies and effectiveness.
2. Advocate for provincial equity in compensation practices across the health system.

As we continue to evolve, we remain committed as always to fiscal accountability. To build an enduring future, we need to make choices that create sustainable long-term health...

Accountability Agreement

In 2022-23 Southern Health-Santé Sud entered into an [Accountability Agreement with Manitoba Health](#) which addresses among other things the responsibility to work together and be accountable to achieve better health outcomes, and to oversee the effective use of public funds. Focused bilateral meetings are held with Manitoba Health to look at challenges and discuss where improvement is needed on access to services, patient flow, safety, workforce, fiscal and other pertinent issues.

Finance Orientation Manual

In establishing a shared sense of direction and commitment for fiscal sustainability across the organization, a Finance Orientation Manual complete with essential tools was developed for distribution to all leaders in the region. Financial analysts meet regularly with all programs and sites to assess the operating environment, identifying trends and understanding variances.

Financial Performance

Southern Health-Santé Sud continues to maintain a strong financial performance while experiencing unprecedented demand for our services. A transparent, comprehensive and principled zero-based budgeting approach is used to keep the budget from simply being an incremental change from the previous year. Integral to the process is an ongoing review of savings initiatives that can result in annual realigned funding or re-investment opportunities to address pressure points. The budget is ultimately reviewed from an overall regional perspective ready for board approval.

Southern Health-Santé Sud finished 2022/23 with a balanced operating budget, marking the 11th straight year since its inception.

Decision Support

The Decision Support Team supports system planning, population health planning, reporting and evaluation through data interrogation and analytics. Decision Support Analysts are assigned to regional programs and sites to assist with quality improvement initiatives and data needs throughout the region and for performance dashboard work. The dashboard is a tool Manitobans can use to access trends about the health system's performance and to better understand how our organization is moving towards results.

Risk Management

Southern Health-Santé Sud utilizes risk management to identify and manage risks, as well as to mitigate or prevent risk events and their associated impacts on the health system

sustainability. Formal and continuous identification and prioritization of risk also informs continuous quality improvement and strategic planning. Please see page 17 (Challenges and Future Direction).

Sustaining Clinical and Business Systems

We continue to invest in technology—a key enabler to a sustainable and effective health system in delivering high-quality, affordable, and convenient care to more people. In responding to the unprecedented demands on the health care system, Southern Health-Santé Sud works with Shared Health to sustain and manage existing clinical and business systems, infrastructure, and end user devices as well as shaping future Digital Health technology investment opportunities.

Capital Projects

Infrastructure upgrades, renovations and new construction provide a strong foundation for sustainability. Meeting the needs of our communities today and in the years to come, three significant capital projects are underway that will strengthen and support accessible, high-quality care closer to home:

- Construction is underway for the **new regional health centre in Portage la Prairie** featuring more inpatient beds, expanded medicine and surgical capacity, a modern emergency department, and enhanced space for a number of programs including diagnostics, dialysis, palliative care and various outpatient services which include lab and rehabilitation
- **Expansion of the Bethesda Regional Health Centre** in Steinbach to include additional acute care inpatient and expanded medical and surgical capacity, diagnostics, as well as cultural space to support multi-denominational services including Indigenous cultural ceremonies. A new renal dialysis unit began construction in August 2022 on the first phase of the project along with pharmacy upgrades that support chemotherapy services.



- **Expansion of the Boundary Trails Health Centre** in the Morden/Winkler area featuring a new community services building and inpatient building to be constructed adjacent to the current facility. This expansion will provide expanded space for out-patient services, such as public health and child rehabilitation, and modernizing the pharmacy.



In addition, we were able to complete the following capital projects in 2022/23. Both of these personal care homes have been designed as “small household” models which consider and incorporate accessibility requirements throughout the entire facility. The layouts are purposefully designed with what matters most to residents who call this home. Resident room sizes/layouts, door widths, sinks, showers, etc., have all be designed and constructed to accommodate wheelchair access.



- The **Rest Haven Personal Care Home** held its Grand Opening May 13, 2022. The new addition now has room for 143 residents allowing space for more people to stay closer to home for long term personal care in the Steinbach and surrounding communities. Southern Health-Santé Sud congratulates outgoing CEO, David Driedger for his passion and dedication to the residents in our region.



- The first phase of construction of the **Boyne Lodge Personal Care Home** in Carman was completed in April 2022. In addition, the second phase of the renovation project which will add 26 more beds and a modern resident support space is nearing completion. In total there will be space for 105 residents in this facility.

These improvements modernize and expand local service delivery ultimately leading to improved access, quality and patient outcomes.



FRENCH LANGUAGE SERVICES (FLS)

a purposeful practice

The 2022-23 Annual Report marks the final chapter of a five-year strategic health plan as well as a period of transition and reorganization for Southern Health-Santé Sud's FLS Unit providing a renewed and re-imagined focus on the delivery of FLS.

Engaged Communities & Partners

Throughout the last fiscal year, Southern Health-Santé Sud engaged in several provincial initiatives and projects such as active participation in the development of a provincial Linguistic Insecurities Campaign to be launched in 2023-24. These efforts demonstrate the FLS mandate to serve our French language community with the objective of improving outcomes and the client experience.

Active Offer in Action

Southern Health-Santé Sud has continued to promote the active offer of services in French throughout the region.

We recognize and embrace our commitment to ensuring a bilingual presence on social media platforms (Facebook, Instagram and Twitter) to enhance the engagement of stakeholders and the community.

With its commitment to community engagement efforts pertaining to the vitality of FLS, Southern Health-Santé Sud's FLS Unit shares digital communication throughout the organization, designed to keep staff motivated and up-to-date with current francophone activities and opportunities within the workplace and community. This, with the objective to strengthen their knowledge and their commitment to the Francophonie and to the French language.

In response to expressed barriers, the offer of courses in French has been enriched with the introduction of a new French language training option that is accessible for various types of work schedules and therefore enables integration of French language. The Health Providers' Site (HPS) FLS staff resources and materials have also been refreshed and updated.

Strong FLS Policy & Administrative Framework

We are proud to have introduced the Southern Health-Santé Sud multi-year [FLS Strategic Plan 2023-2028](#). The plan was presented to the *Table de concertation rurale du Sud*, the *Santé en français* Board of Directors, the Southern Health-Santé Sud Board of Directors and Regional Leadership Team.

Discussions occurred regionally regarding Southern Health-Santé Sud's participation as an early adopter of the Official Languages Recognition Program (OLRP) with Accreditation Canada/Health Standards Organization. The future introduction of this OLRP standard is intended to enhance and promote access to health and social services in both official languages while ensuring patient-centred quality care focused on safety and equity.

With the support of *Société Santé en français*, the FLS Unit participated in the first National *Société Santé en français* working group – *Accès Équité* (Equity-Link) platform. The national initiative *Accès Équité* is an extensive training tool to assist with the implementation of French language health services which includes an interactive online training on the implementation of active offer.

Collaborative work with Shared Health – Francophone Health and *Santé en français* included: active participation in a formal research and review of standardized provincial linguistic evaluation and testing; content was populated within the OZi Portal to collect data on all aspects of FLS (human resources, policies, etc.) to ensure better planning of French language health services across the region.

Southern Health-Santé Sud continued its efforts to identify opportunities to standardize language-related questions at patient registration/admission/intake to facilitate the collection of information on French-speaking users, with a focus to enhance service delivery and client experience.

Recruitment & Retention

Southern Health-Santé Sud continues to work in collaboration with various community economic development groups throughout the region. Local municipalities are instrumental in our recruitment efforts, supporting us to reach the public and promote various employment opportunities in Southern Health-Santé Sud.

The use of social media through various platforms as a means to recruit contributes to building our network, enhancing recruitment and

Designated Bilingual Positions

SH-SS

516	designated bilingual positions
233	designated bilingual positions filled by bilingual incumbents (55%)
187	designated bilingual positions filled by non-bilingual incumbents
91	designated bilingual positions – vacant

Villa Youville (independent agency)

133	designated bilingual positions
87	designated bilingual positions filled by bilingual incumbents
32	designated bilingual positions filled by non-bilingual incumbents
5	designated bilingual positions – vacant

engagement efforts with the public, educational institutions, students currently enrolled in health studies, community partners and clients as well as stakeholder groups.

As part of scheduled quality control management, regional hiring procedures were updated to reflect current processes.

Southern Health-Santé Sud continues to collaborate with various stakeholders such as *Santé en français*, the *Université de Saint-Boniface* (USB), the *Consortium national de formation en santé* (CNFS) and the MB Healthcare Providers Network in planning various recruitment initiatives. Due to the pandemic, recruitment activities had been offered in a virtual format but are moving to in-person again. Certain recruitment initiatives have been suspended for the time being, including the yearly regional bus tour in targeted rural sites with nursing students.

Southern Health-Santé Sud participated in:

- 3 in-province virtual career fairs
- 8 in-person presentations
- 6 virtual presentations
- 3 bilingual career fairs
- 3 virtual career fairs
- 1 French presentation
- 1 French presentation promoting vacancies and careers within the region
- 1 presentation offered specifically in French to the Bachelor of Nursing and Practical Nursing students from the *Université de Saint-Boniface*.
- 2 out-of-province virtual career fairs In partnership with *Santé en français*, with a focus on bilingual recruitment of nursing and allied positions for areas where there is a high concentration of French-speaking population.

Southern Health-Santé Sud Undergraduate Nurse Employee (UNE) positions

- 7 filled positions with 7 additional UNE being advertised to date in this calendar year
- 2 of the 7 positions were identified as designated bilingual and we successfully recruited bilingual candidates

Posting profiles for designated bilingual positions were reviewed to support accurate and standardized postings in both official languages. Also, a tracking and reporting mechanism has been developed as part of the hiring process to capture data regarding bilingual capacity by incorporating a self-declaration language proficiency question on the employee profile form.

French Language Training in SH-SS

31

Employees successfully completed - additional in-house language training support also provided to staff in key designated bilingual positions

Designated Bilingual Positions (DBPs) in SH-SS

55%

DBPs are filled by bilingual incumbents

excluding vacant positions

Challenges

The most significant challenges in regards to FLS continue to be:

- bilingual staffing shortages: evidence supports that the number of designated bilingual positions far exceeds our region's capacity relative to bilingual high schools graduates; bilingual staff may not necessarily choose to fill a designated bilingual position;
- geographic distances among the French-speaking population;
- access to data on French-speaking populations, acknowledging that there has been progress on these efforts in the past few years;
- awareness and understanding of Active Offer by the public and the staff (ongoing turnover);
- assessing and evaluating client experience regarding FLS; and
- capacity to capture francophone clients at intake.

Translation Requests

2022-23

95



Translated Words

2022-23

48 873



FINANCIAL Information

In compliance with The Public Sector Compensation Disclosure Act of Manitoba, interested parties may obtain copies of the Southern Health-Santé Sud public sector compensation disclosure (which has been prepared for the purpose and certified by its auditor to be correct) and contains the amount of compensation it pays or provides in the most recent calendar year for each of its officers and employees whose compensation is \$75 000 or more.

Please [click here](#) for the statement of Public Sector Compensation Disclosure Report. The complete set of financial statements and the auditor's report are available by contacting:

Chief Executive Office, Southern Health-Santé Sud
180 Centenaire Dr, Southport MB R0H 1N1

Toll free: 1-800-742-6509
or access online at
www.southernhealth.ca

To the members of the Board of Southern Health-Santé Sud:

Opinion

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2023, and the summary statements of operations and accumulated surplus for the year then ended, are derived from the audited financial statements of Southern Health-Santé Sud (the "Organization") for the year ended March 31, 2023.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, in accordance with Canadian generally accepted auditing standards.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian generally accepted auditing standards. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon. The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated June 20, 2023.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements in accordance with Canadian generally accepted auditing standards.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standards (CAS) 810, Engagements to Report on Summary Financial Statements.

Brandon, Manitoba

June 20, 2023



Chartered Professional Accountants

Audited Condensed Financial Statements

Statement of Financial Position

	2023	2022 Restated
Financial Assets		
Cash and short term investments	\$ 56 520 892	\$ 65 250 360
Accounts receivable, net	5 982 141	4 521 106
Accounts receivable - external partners	1 328 237	443 484
Accounts receivable - Manitoba Health and Seniors Care	7 560 407	22 991 072
Accounts receivable - Manitoba Health and Seniors Care - vacation entitlements	8 290 205	8 276 616
Accounts receivable - Manitoba Health and Seniors Care - retirement entitlements	8 880 727	8 845 020
	88 562 609	110 327 658
Liabilities		
Accounts payable and accrued liabilities	29 624 770	42 830 449
Accounts payable - external partners	2 165 825	1 280 248
Unearned revenue	6 208 759	10 676 335
Accrued vacation benefit	18 808 647	18 130 695
Accrued sick leave benefit	4 094 871	4 612 099
Accrued retirement	18 490 109	17 976 718
Accrued retirement - Affiliated organizations	3 187 242	3 126 924
Long-term debt	152 325 953	156 795 098
Asset retirement obligation	9 331 276	8 950 865
	244 237 452	264 379 431
NET DEBT	(155 674 843)	(154 051 773)
Non-Financial Assets		
Inventory	2 316 007	2 020 134
Prepaid expenses	795 010	706 655
Tangible capital assets	212 031 331	239 858 426
Total Non-Financial Assets	215 142 348	242 585 215
ACCUMULATED SURPLUS	\$ 59 467 505	\$ 88 533 442

Note¹ Management is responsible for the preparation of the financial statements. The statements presented include only the statement of financial position and the statement of operations and accumulated surplus. They do not include the statement of changes in net debt, the statement of cash flows or the notes to the financial statements.

Statement of Operations and Accumulated Surplus

	Actual 2023			Budget 2023	Actual 2022 Restated
	Operating	Capital	Total	Total	Total
Revenue					
Manitoba Health and Seniors Care	\$ 351 233 865	\$ 16 180 062	\$ 367 413 927	\$ 346 856 618	\$ 370 557 496
Other Province of Manitoba departments	24 724 779	-	24 724 779	20 322 573	23 500 246
Government of Canada	387 745	-	387 745	543 950	416 809
Non-global patient and resident income	14 290 958	-	14 290 958	13 826 400	13 930 058
Other income	12 295 965	87 279	12 383 244	12 219 894	12 351 886
Interest	2 649 562	-	2 649 562	2 240 000	932 029
Donations	591 647	5 545 869	6 137 516	5 653 340	8 314 619
Ancillary operations	2 731 085	-	2 731 085	2 516 600	2 551 378
	408 905 606	21 813 210	430 718 816	404 179 375	432 554 521
Expenses					
Acute care services	133 605 997	7 313 841	140 919 838	132 171 164	142 216 022
Long term care services	68 538 785	2 724 636	71 263 421	66 125 772	104 755 418
Medical remuneration	35 815 506	-	35 815 506	34 275 669	34 061 575
Community based therapy services	8 224 058	-	8 224 058	8 096 920	7 829 638
Community based mental health services	9 244 624	-	9 244 624	9 881 789	10 107 251
Community based home care services	50 183 516	-	50 183 516	45 053 164	43 658 421
Community based health services	22 003 717	227 039	22 230 756	25 164 264	33 502 877
Emergency medical services	-	428 403	428 403	138 600	121 380
Regional health authority undistributed	16 894 415	4 938 945	21 833 360	22 688 063	22 471 680
Affiliated organizations	62 024 949	36 185 143	98 210 092	89 843 724	50 683 827
Ancillary operations	2 370 039	180 919	2 550 958	2 314 250	2 212 974
	408 905 606	51 998 926	460 904 532	435 753 379	451 621 063
Surplus (Deficit) Before Restructuring	-	(30 185 716)	(30 185 716)	(31 574 004)	(19 066 542)
Restructuring gain	62 331	1 057 448	1 119 779	-	-
Surplus (Deficit) for the Year	\$ 62 331	\$ (29 128 268)	\$ (29 065 937)	\$ (31 574 004)	\$ (19 066 542)
Accumulated Surplus, Beginning of Year			88 533 442	88 533 442	112 871 425
Adjustment Due to Adoption of PS Section 3280					(5 271 441)
ACCUMULATED SURPLUS, END OF YEAR			\$ 59 467 505	\$ 56 959 438	\$ 88 533 442

Administrative Cost Reporting

Administrative Costs

The Canadian Institute of Health Information (CIHI) defines a standard set of guidelines for the classification and coding of financial and statistical information for use by all Canadian health service organizations. Southern Health-Santé Sud adheres to these coding guidelines.

Administrative costs as defined by CIHI, include:

Corporate functions including: Acute, Long Term Care and Community Administration; General Administration and Executive Costs; Board of Trustees; Planning and Development; Community Health Assessment; Risk Management; Internal Audit; Finance and Accounting; Communications; Telecommunications; and Mail Service

Patient Care-Related costs including: Patient Relations; Quality Assurance; Accreditation; Utilization Management; and Infection Control

Human Resources & Recruitment costs including: Personnel Records; Recruitment and Retention (general, physicians, nurses and staff); Labour Relations; Employee Compensation and Benefits Management; Employee Health and Assistance Programs; Occupational Health and Safety

Administrative Cost Percentage Indicator

The administrative cost percentage indicator (administrative costs as a percentage of total operating costs) also adheres to CIHI guidelines.

Figures presented are based on data available at time of publication.

Restatements, if required to reflect final data or changes in the CIHI definition, will be made in the subsequent year.

Manitoba's Health System Transformation includes initiatives that improve patient access and the quality of care experienced by Manitobans while establishing a health system that is both equitable and sustainable. As transformation projects and initiatives are planned and implemented, opportunities to re-invest administrative efficiencies in patient care are sought out and prioritized.

Across Manitoba, within all Service Delivery Organizations with the exception of Winnipeg Regional Health Authority, administrative costs increased as a percentage of total operating costs.

Provincial Health System Administrative Costs and Percentages

2022-23

Service Delivery Organization	Corporate	Patient-care Related	Human Resources & Recruitment	Total Administration
Interlake-Eastern RHA	3.12%	0.77%	1.83%	5.72%
Northern Health Region	3.51%	0.99%	1.20%	5.70%
Prairie Mountain Health	2.71%	0.37%	0.77%	3.85%
Southern Health-Santé Sud	2.96%	0.26%	1.16%	4.38%
CancerCare Manitoba	2.05%	0.61%	0.60%	3.26%
Winnipeg RHA	2.60%	0.50%	0.80%	3.90%
Shared Health	5.03%	1.08%	1.66%	7.77%
Provincial Totals	3.31% \$196 062 268	0.65% \$38 809 780	1.10% \$65 324 313	5.06% \$300 196 361

Southern Health-Santé Sud Administrative Costs

For Year to Date Ending:	March 2023		March 2022	
	\$	%	\$	%
Corporate	12 167 617	2.96	11 429 947	2.60
Patient-care Related	1 084 158	0.26	1 095 345	0.25
Recruitment/Human Resources Related Costs	4 775 356	1.16	3 676 004	0.84
Total Administrative Costs	\$ 18 027 130	4.38%	\$ 16 201 296	3.69%

Public Interest Disclosure

(Whistleblower Protection)

The Public Interest Disclosure - Bill 34 (Whistleblower Protection Act) gives employees and others a clear process for disclosing concerns about significant and serious wrongdoing in the Manitoba public service and provides protection from reprisal. The Act (Bill 34) is not intended to deal with routine operational or human resource matters. Employees who have concerns about such matters should follow existing procedures to deal with these issues. The law applies to employees and officers at all levels of provincial departments, Offices of the Legislative Assembly and government bodies including Regional Health Authorities.

As per subsection 18 of the Act, and in terms of reporting procedures, the following is the Whistleblower Protection Report.

Southern Health-Santé Sud
Whistleblower Reporting
180 Centenaire Dr
Southport MB
R0H 1N1
T 204-428-2720

Accountability Provisions

The Health System Governance and Accountability Act includes provisions related to improved accountability and transparency and to improved fiscal responsibility and community involvement.

As per Section 51.2 (2): Employment contracts have been established for the CEO and all Senior Leaders of the organization. These contracts contain all terms and conditions of employment as set out by the Minister.

As per Section 38.1 (1): The CEO expense report for the period ending March 31, 2023 can be found by accessing the [Plans and Reports](#) section of the website.

As per Section 24 (1): Southern Health-Santé Sud's 2023-2028 Strategic Health Plan took effect April 1, 2023. It can be found by accessing the [Plans and Reports](#) section of the website.

As per Sections 23.4 (3): Results of the final Accreditation Canada report for Southern Health-Santé Sud can be found by accessing the website [Plans and Reports](#) section of the website.

Reporting Period April 2022-March 2023	
Disclosures received (Subsection 18 (2a))	0
Investigations commenced (Subsection 18 (2b))	0
Finding of wrongdoing/ recommendations/corrective actions taken (Subsection 19 (2b))	0

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For more information on our health services and programs,
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