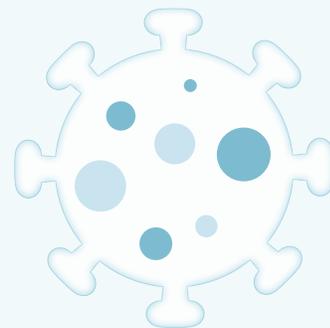
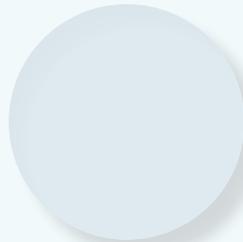


Annual Report 2021-22



...meeting the moment...



...meeting the moment...

At Southern Health-Santé Sud
we are meeting the moment.

Stepping up... Going Beyond...
Thriving within... Re-imagining...

Extraordinary times underscore
the vital nature of what we do in
healthcare, calling on us to rise
to an epic challenge.

We have been and are being
tested but we believe in the
power of always being there.

We bring our very best with
grace and resolve because every
moment is a unique opportunity
to make a difference for what
matters most - our health.

Despite the inherent personal
risks, we continue responding to
the needs of those we are called
to serve with courage, resilience
and unwavering dedication.

Above all, it is our commitment.

While we acknowledge the
trials, the sacrifices, the painful
losses, we look ahead with hope
and optimism and hold on to
the positives, celebrating the
collaborative spirit, this sacred
connection that carries us all
forward in difficult times.

Together with our patients,
clients and residents, our leaders,
our staff, our communities, our
volunteers, our partners, our
colleagues and our stakeholders,
we will stand vigilant and adapt to
new realities.

With unyielding determination,
we remain strong and true to
our vision, mission and our core
values.



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.

Table of Contents

5	Letter of Transmittal & Accountability
6	About Us
8	Message from the Board Chair
10	Board of Directors
11	Governance
14	Message from the CEO
18	Organizational Structure
19	Challenges & Future Directions
22	Strategic Framework
23	Achievement Highlights
39	Infrastructure Projects
41	French Language Services
44	Staff Awards
46	By the Numbers - Stats
50	Financial Information
54	Administrative Cost Reporting
57	Public Interest Disclosure
58	Freedom of Information and Protection of Privacy Act (FIPPA)
59	Acronyms
60	Contact Us

This report is available in alternative format upon request.

Letter of Transmittal & Accountability

September 30, 2022

Honourable Audrey Gordon
Minister of Health

Dear Minister:

On behalf of the Board of Directors of Southern Health-Santé Sud, we respectfully submit our 2021-2022 Annual Report.

The document was prepared under the Board of Directors' direction and in accordance with the Health System Governance and Accountability Act and directions provided by the Minister of Health. In compliance with appropriate legislative authority and government requirements, all material, economic and fiscal implications known as of September 30, 2022 have been considered in preparing this Annual Report. The Board of Directors has approved this report.

Sincerely,

Adam Monteith



Board Chair
Southern Health-Santé Sud



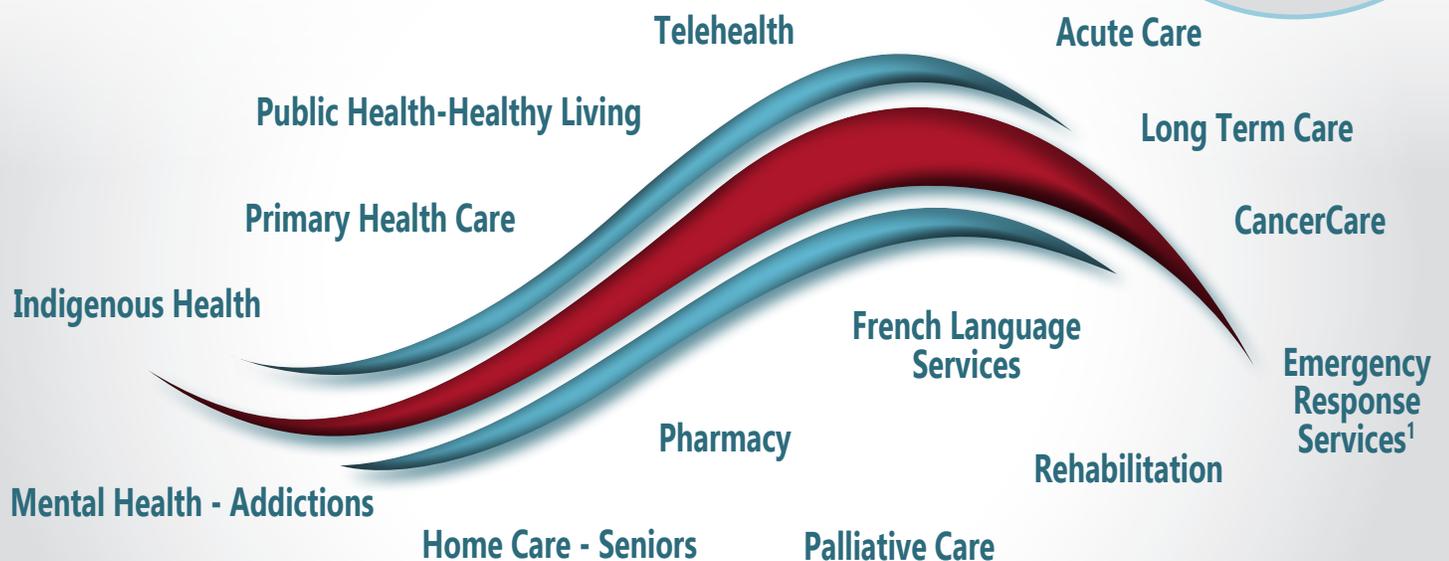
Indigenous presence in the region can be traced over thousands of years. Southern Health-Santé Sud is located on the original lands of First Nations and Inuit peoples, and on the traditional homeland of the Métis Nation. Today there are 7 First Nations communities: Long Plain First Nation, Dakota Plains 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.

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

Passionately dedicated to serving our community, we provide a network of services across the lifespan and entire health care continuum throughout the region. In addition, we provide emergency response services (ambulance) in partnership with Shared Health. Furthermore, there are eight affiliate organizations which operate through a signed purchase agreement with Southern Health-Santé Sud. Committed to quality care, we maintain an accredited status, upholding the standards required by Accreditation Canada.

Visit
www.southernhealth.ca
for the full list of
programs & services

Health care continuum



¹ in partnership with Shared Health

Message from the Board Chair

There is a saying, “Health is everything”.

All else follows...

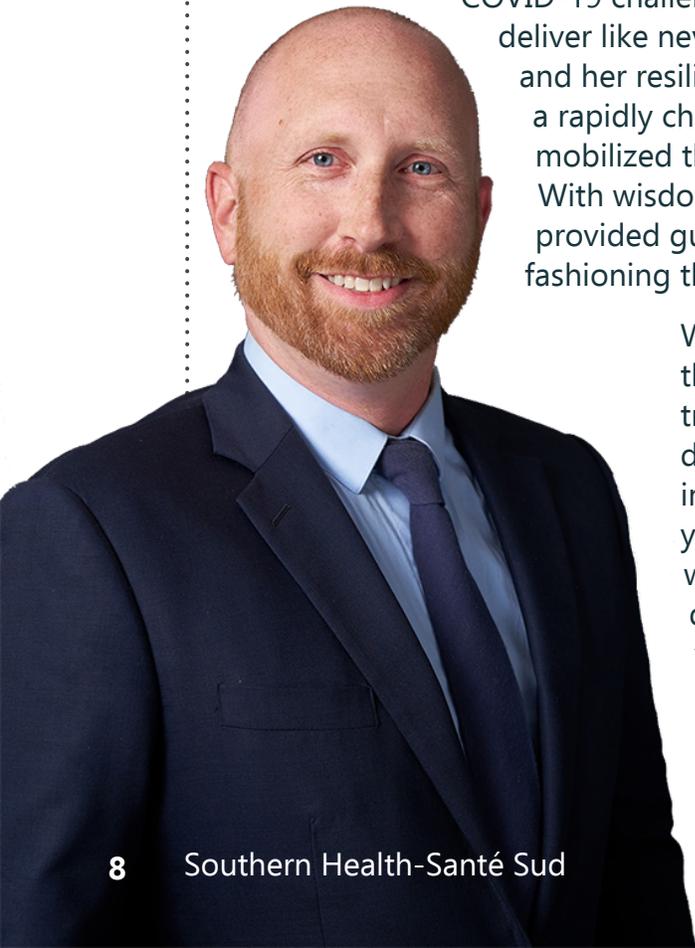
Never, in recent history, has this adage resonated as profoundly as it has in the past two years. Nothing is more essential. The pressing challenges posed by the pandemic has brought into sharp focus the critical nature of our work and how vital our healthcare system is. And in this consequential moment, in adapting and navigating through so many unknowns, the efforts of the people of Southern Health-Santé Sud are nothing short of inspiring.

As I pen this message on behalf of the Board of Directors, gratitude is the first word that comes to mind. During this challenging period, the Board had the privilege and honor of seeing first hand the dedication, compassion and ingenuity of the staff, physicians, and volunteers across the region. We saw them bring their all... again and again and again — a shining example of the exceptional spirit of service that exists throughout our organization. This essence of who we are carried us through this turbulent and at times deeply trying year.

COVID-19 challenged every part of Southern Health-Santé Sud to deliver like never before. We are thankful to our CEO, Jane Curtis, and her resilient leadership team who stayed the course through a rapidly changing landscape and who so capably and decisively mobilized the entire organization in response to the pandemic. With wisdom and courage and a good measure of hope, they provided guidance in an honest and compassionate way, fashioning the path forward.

We are profoundly grateful to the communities who, in their own time of immeasurable hardship, placed their trust in us and showed appreciation for the work we do in Southern Health-Santé Sud. As we did our best in delivering services during these challenging times, your patience and understanding were welcomed and we were uplifted by so many thoughtful messages and demonstrations of support showing staff that they were not alone in a time of deep uncertainty.

Together-apart... A unique governance experience in which the Board of Directors worked all year on a mostly virtual basis. However, despite being apart,



we focused on what brings us together, overseeing important issues and providing many moments of solemn reflection. In the wake of a uniquely intensive year, we revisited and refreshed our Vision, Mission and Core Values to reflect the changing environment and to inspire all we do as we move forward in a post-pandemic future. Proud and excited to share these as presented on page 3 we remain optimistic about what lies ahead for Southern Health-Santé Sud.

While I assumed the role of the Chairperson late in fiscal year 2021-22, credit goes to my predecessors, Abe Bergen who served as Chair until September 2021 and Terrie Porter as Interim Chair until end of January 2022. Our heartfelt tribute goes out to Abe and Terrie who presided and steered the Board in the midst of a global pandemic. I am also grateful for the support and hard work of our Board colleagues and would like to extend our appreciation to all retiring members for their valuable time, energy and contribution.

As we reflect on this past year, we look to the next, not only with a renewed sense of purpose but we also see some bright notes on the horizon. We welcomed the announcement of several new capital projects: a new Portage District General Hospital, the expansion and renovation to the Bethesda Regional Health Centre as well as an expansion to Boundary Trails Health Centre. Other capital projects were also finally realized: a new Boyne Lodge personal care home in Carman, the expansion of Rest Haven Care Home in Steinbach which will be completed spring 2022, and Rock Lake EMS station in Crystal City, as well as, the Portage la Prairie EMS station.

Time and again, through the trials and triumphs of these exceptional times, we have seen moments of light in the darkness with countless examples of selflessness showcasing the best of people in our region. Our gratitude is deep, so much more than just words on paper. To all who distinguished themselves, both professionally and personally under stressful and ever-changing circumstances, you have prevailed.

Thank you for meeting the moment...



Adam Monteith
Board Chair
Southern Health-Santé Sud

BOARD COMMITTEE MEMBERSHIP 2021-2022

Audit Committee

Pam Plaster (Chair),
Committee of the Whole

Policy Review Committee

Pat Brennan (Chair),
Ramona Coey, Justin
Bohemier, Bill Osachuk,
and Dawn Coubrough

Community Engagement Committee

Terrie Porter (Chair)
Adam Monteith, Peter
Veldhuis, and Dawn
Coubrough

Regional Medical Advisory Committee (RMAC)

Ramona Coey

Finance Committee

Adam Monteith (Chair),
Committee of the Whole

Quality & Patient Safety Committee

Ramona Coey (Chair),
Pat Brennan and Pam
Plaster

Executive Committee

Committee of the Whole

Board of Directors 2021-22



Adam Monteith
Chair, Morden



Peter Veldhuis
Acting Vice Chair
Elm Creek



Terrie Porter
Vice Chair until Sept
2021, Acting Chair
until Jan 2022
Portage la Prairie



Abe Bergen
Chair until Sept 2021,
Kleefeld



Justin Bohémier
until March 2022,
Lorette



Patricia Brennan
until Sept 2021,
Lorette



Ramona Coey
until Oct 2021,
Lorette



Arlene Cole
Domain



Todd Nichols
until March 2022,
Dominon City



Dawn Coubrough
Gladstone



Dr. Desmond Leen
until Jan 2022,
Niverville



William Osachuk
until March 2022,
Gardenton



Pam Plaster
Oak Bluff

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. With the passing of Bill 10 on May 20, 2021, the Act formerly known as The Regional Health Authorities Act, is now titled The Health System Governance and Accountability Act. The Act now aligns the roles and responsibilities of all health organizations into an integrated system. This includes establishing the five Regional Health Authorities (RHAs), CancerCare Manitoba and Shared Health as separate legal entities outlining the respective authority of each organization and mandating all the entities to operate within the same accountability structure. Seeking to have the region work closely with the other service delivery organizations (SDOs) and with government to assure the best possible cooperation among service providers for timely, appropriate and seamless health care, the Board reviewed and accepted the Southern Health-Santé Sud Accountability Agreement 2022/23.

The appointment of 12 Southern Health-Santé Sud board members is based on competencies from a range of knowledge, skills, and experience. Members must represent the region as a whole, not any particular community or interests. For fiscal year 2021/22, outgoing board members included Abe Bergen, Justin Bohémier, Patricia Brennan, Ramona Coey, Dr. Desmond A. Leen, Todd Nichols, Terrie Porter and William Osachuk. A new board member, Arlene Cole, joined in December 2021. The new succeeding board members for the fiscal year 2022-23 are: Talbot Bergsma, Edward Grenier, Quinton Didyk, Larry Driedger, Liz Merrick and Cynthia Patrick.

Meeting the Moment: Oversight

Unprecedented in many respects, but most notably in its effects on the health care system, COVID-19 created a heightened responsibility for the Board to guide the organization through a difficult time while ensuring that appropriate checks and balances were in place. The pandemic's rapid evolution made it necessary to take swift and deliberate action in response to changing circumstances, the health and safety of patients, staff and communities being the first priority. While keeping a steady eye on the external environment, the Board also ensured that sensitive organizational decisions remained rooted in our core values and ethical principles. For example, to ensure a safe workplace and to provide the best possible protection and care for all, the Board strongly advocated vaccination of Southern Health-Santé Sud staff.

Members of the public are eligible to apply for appointment to the Board of Directors. Nomination forms and information are available at Southern Health-Santé Sud regional offices, or online at www.gov.mb.ca/health/rha/forms.html and may be submitted directly to a Service Delivery Organization office or to the Minister of Health and Seniors Care.



It wasn't easy.... but we learned to adapt and govern virtually to address Board of Directors responsibilities.



Screenshot from virtual Annual Public Meeting held in October 2021.

o Navigating ongoing uncertainty throughout the year, the pandemic remained on the agenda of every meeting. Convened on a monthly basis, regular Board meetings were held virtually 11 times this fiscal year to enable the Board to effectively discharge its functions and responsibilities. Meetings are structured to provide a framework for members to do their oversight roles, monitoring performance for compliance to its policies. As well, progress on plans is measured and supported through a monthly provincial performance dashboard and quarterly regional governance dashboard reviews. Having adopted a comprehensive set of policies and practices, the work of the Board is also supported by its standing committees which report to the Board and bring forward recommendations as required.

Meeting the Moment: Insight

o The Board of Directors strives to build the culture of servant leadership by engaging in meaningful dialogue with stakeholders and by preparing agendas that concentrate on what matters to those they serve. They meet with, gather input from, and otherwise interact with the broad base of communities through a variety of methods, including, but not limited to, stakeholder groups, surveys and community events and establishing mechanisms for maintaining open communication with other organizations. These partnerships have never been more crucial, yet traditional ways of connecting were impacted in varying degrees during the pandemic. On the other hand, virtual and other re-shaped engagement opportunities enabled participants to interact and partake in a variety of projects. In most cases, leveraging technology has actually provided the opportunity for greater participation across sizable distances, overcoming travel times and cost. As in the previous year, the Annual Public Meeting was livestreamed offered from anywhere if someone wanted to view it, with a recording posted to our website.

Meeting the Moment: Foresight

The Board of Directors plays a critical role as stewards of the organization’s vision, mission, core values and strategic plan to keep the direction for the organization active, visible and inspiring during unsettling times. In addressing immediate pandemic concerns and in accordance with a government directive, the Board reviewed Southern Health-Santé Sud’s 2016-21 strategic health plan and extended it for an additional fiscal year. Nevertheless, the Board did carve out some time to reflect on and refresh its vision, mission and values, structuring three virtual workshops with the Senior Leadership Team. Before each session participants were provided with a ‘Workshop Playbook’ informing them of pertinent information and homework to complete. At its last fiscal year meeting, the Board unveiled our new Vision, Mission and five Core Values as shared on page 3 of this report. To move us forward in the realization of these, the Board will continue work on Strategic Health Plan 2023-28 in fiscal year 2022-23.

During the year, the Board received and reviewed regular updates regarding Health System Transformation and legislation changes through CEO and transformation leaders. As well, members were informed of continued planning for Clinical and Preventive Services Plan (CPSP) which guides coordinated and integrated health services delivery across the province. Acting Chair Terrie joined other SDO board chairs on the CPSP steering committee.

The Board of Directors is committed to Southern Health-Santé Sud being an inclusive organization that values the essential need for people to have access to equitable and compassionate care with an engaged, diverse and empowered workforce.

To commemorate the National Day for Truth and Reconciliation and to honor the Survivors, their families and communities, board members reflected on the legacy of what the day stands for, both in our region and in our country. While affirming their commitment in responding to the Truth and Reconciliation Commission of Canada Calls to Action the Board also pledged the provision of culturally safe, high-quality health care free of racism in Southern Health-Santé Sud, resolving to continue its strong and cherished partnerships with the 7 First Nation communities in our region.



Message from the CEO

Unprecedented... A heartbreaking chronology of loss... A time like no other...

It may be impossible to find the right words to describe the impact and the tragic consequences of a global pandemic, its exhausting duration, the scale and severity most of us have never seen before...

We have been tested... And I am proud to see how, in a profound way, Southern Health-Santé Sud is meeting this moment. There is a story to be told...

Even with the magnitude of the challenges brought on by COVID-19 and the tremendous strain on resources, health care does not stop. When a moment arrives that requires us to be there, we amplify our efforts. Focused on the needs of others, we show up, working together to make sure our communities receive the care they require. The long hours, the high stress, the rapid flow of information, the restructuring of workplaces, the redeployment of staff in new roles. Fit tests. Donning. Doffing... The rapid changes in protocols, practices and environments in response to the evolving nature of the pandemic... they were no easy feats.

Our story this year is nothing short of remarkable and great stories are filled with great and heroic characters who overcame adversity and rose to the challenge despite the risks. We are filled with pride, humility and gratefulness for our colleagues who answered the call even as they dealt with their own personal concerns and hardships. Their sense of responsibility, fierce determination and dedication runs deep. Throughout it all, their unyielding commitment to one another and to our community has been central

in our ability to weather through these difficult times. We salute them all, the staff, the physicians, the volunteers, in the frontline, behind the scenes, in the field throughout the diversity of health care settings.

At every level, in every type of job, we are all caregivers in Southern Health-Santé Sud. And our team has cared so so much. Everything we do is grounded in the strength and sincerity of people.

But as strong as one can be, there are intense moments that take a toll in hard and stressful times such as these, with emotionally and physically draining days, absorbing the losses.



We value and prioritize the health and wellbeing of our staff and are determined to continue making Southern Health-Santé Sud a great and safe place to work. With the assistance of Shared Health and other partners we offered various strategies to support and help protect them.

I'd also like to thank our Board of Directors for their guidance and support against an exceptionally challenging backdrop to so many of our discussions. Their fresh perspectives and insight have contributed to overcoming the difficulties confronting our organization.

Watching events unfold throughout the year we saw the volume of new COVID-19 cases recede and then climb again with a lull in the late spring/early summer but, with the arrival of the Omicron variant we continued to face the ongoing challenges. Displaying the can-do attitude that has become a hallmark of Southern Health-Santé Sud, caregivers continued not only to treat the thousands of COVID-19 positive patients but also proudly helped protect the community from the virus through testing and vaccinations. As part of the largest and most complex vaccination program ever undertaken in our province, we opened three supersites and 23 community sites in the region.

Unfortunately, we saw challenges with the vaccine uptake, the rate among the lowest in

Manitoba; an unsettling reality for us with rising case counts in our region. To reassure communities and foster confidence in preventative practices and vaccinations, we participated in various forms of outreach, listening intently to the concerns of people and offering credible information for informed decision-making.

In many ways, big and small, the first great pandemic of the 21st century led us into uncharted territory upending and reshaping our lives from one day to the next. Meanwhile, we have also continued to look ahead, to use our experiences and learnings to steer forward a sustainable future. While the COVID-19 made more evident many of our health system challenges, it correspondingly compelled us do things differently. I have been amazed and truly inspired to see how folks are working together to find solutions.

We are now at an important inflection point in health care, a time to think about where we are, what we have done, and what we need to do. The multi-year provincial health system transformation timelines were impacted by the pandemic but efforts continued wherever possible and progress has been made.

Clinical leaders have remained engaged in validating data, offering feedback and informing the implementation of the Clinical and Preventive Services Plan with patient – focused solutions.





While there is still uncertainty regarding the evolving nature of the pandemic, we remain confident and focused on the future and its possibilities. A new vision, mission and core values approved by the Board of Directors in March sets the stage for the development of our five-year Strategic Health Plan. With the planning process well underway, we will continue with this work in the coming year.

The past year also generated larger conversations about some momentous and thought-provoking situations in our world. In particular, we struggled in dealing with emotions caused by the tragic Residential School discovery. The pandemic also revealed the vulnerabilities and inequities in society and in health care today. Southern Health-Santé Sud has an enduring commitment to health equity striving to build an inclusive culture where we deliver culturally safe care. In an effort, to continue our work towards reconciliation, the region has formed an Indigenous Health Program Team to help provide focused attention and ongoing work to address this. Firmly committed to continue this journey and to assist us in identifying opportunities

for improvement, Indigenous Health is our focus population group in the current Accreditation cycle.

It's also important to invest in the diversity of our staff making sure they can realize their potential. Initiated from within the ranks, and with equity and diversity as a guiding principle, our Leadership Initiative is designed to support a culture of collective leadership where all feel empowered and where all interested staff are encouraged to consider leadership opportunities and be agents for change. It also bears repeating that Southern Health-Santé Sud remains proud of the award-winning and highly successful High School and Adult Indigenous Internship programs as well as the nationally renowned Cultural Resources Toolkit used in traditional healing practices.

Our response to the pandemic has been intensive, broad-based and demanded operational flexibility in all our programs and services. Unfortunately, it also meant postponements, cancellations, and other service upheavals. We understood the implications of such actions were difficult for all of us, but we know that there's a caring community out there whose support has never wavered. We have heard from so many in our community sharing how thankful they are for our efforts with generous contributions of food, drawings, social media tributes and drive-by parades or processions. The messages of thanks keep us going.

“I have been amazed and truly inspired to see how folks are working together to find solutions.”

Along with COVID-19 mitigation efforts, our daily operations still continued, albeit in an altered environment. Nevertheless, our concerted efforts let us close the year in a fiscally healthy position. Despite pandemic spending on costs related to extra staffing, testing and vaccination sites, as well as supplies and personal protective equipment we are reporting a solid financial performance with the additional funding from the province to offset some expenses. This could not have been achieved without the resourcefulness and hard work of everyone in this organization.

This crisis has affected so many lives, the reality of what has been lost during the past two years is difficult to understand. Our hearts go out to all who have been impacted.

Revealed amid all the moments of hardship and loss we have seen so many moments of grace and togetherness in this special place that is Southern Health-Santé Sud. Indeed, there are memorable expressions that come to mind, words in our story that continue to inspire us, words that are essential to what it means to be a caregiver.

Resilience. Perseverance. Compassion. Collaboration. Courage. Service. Community...

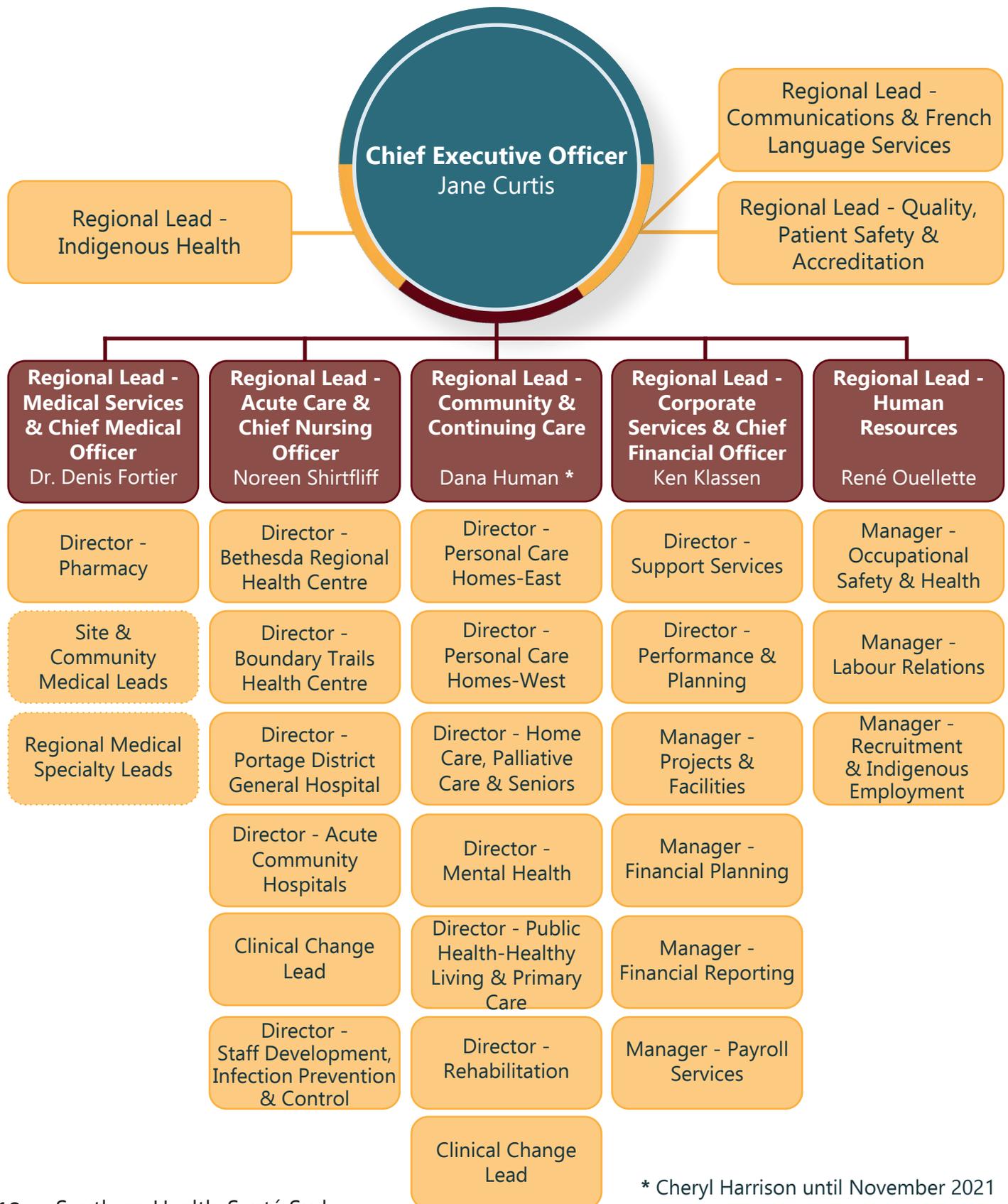
Words that truly speak to who we are... Southern Health-Santé Sud.



Jane Curtis
Chief Executive Officer
Southern Health-Santé Sud

Organizational Structure

BOARD OF DIRECTORS



* Cheryl Harrison until November 2021

Challenges & Future Directions

In the most taxing times in modern history, COVID-19 has elevated some of the pressing health care challenges, especially around health equity, public health, mental health and addictions, accessibility, technology, workforce shortages, long term care, and sustainability of the health system. As we reflect on the unique challenges of a pandemic, we are proud of Southern Health-Santé Sud's resilience and steadfast commitment to the health and safety of those we serve. We stepped up and met the moment.

Risk Management

Southern Health-Santé Sud participates in ongoing risk identification, assessment, management, mitigation and monitoring work alongside all other Service Delivery Organizations in Manitoba. Program, regional and provincial-level risks are reviewed regularly with mitigation strategies and action plans rolled out as required. The top seven risks identified by Southern Health-Santé Sud for 2021 were as follows:



Workforce shortage due to aging workforce, absenteeism and recruitment/retention challenges are impacting the delivery of health services and succession planning for leadership



The speed at which decision-making and changes are occurring increases the likelihood of reputational risks and there being incongruence with the region's culture of a people-centred approach



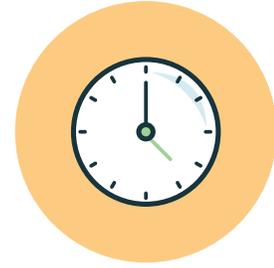
Risk of mis-alignment with provincial goals is significant without a commissioning framework, service level agreements or Clinical Preventative Service Plan information, to assist the organization with planning



Changes across the health system may lead to uncertainty in roles and functions, and challenges in how these changes are effectively managed



Challenges related to information systems may impede efficiency and safety in the provision of health services



Challenges to accessing consistent care due to increased wait times and patient flow may impact the provisions of equitable health services



Increased costs along with financial uncertainty and decreased operating revenue may impact health services



Now more than ever, and in collaboration with our partners, we are focused on the new Southern Health-Santé Sud’s vision “Healthier people. Healthier communities. Striving Together.” This work has already begun. In the fall of 2021 Southern Health-Santé Sud engaged with numerous stakeholders, communities and staff to understand their experiences during this time to prepare for the development of Southern Health-Santé Sud’s Strategic Health Plan 2023-2028.

Clinical and Preventive Services Plan

Detailed planning to support the implementation of Manitoba’s Clinical and Preventive Services Plan continued over the past year, with several initiatives established to support health system response to COVID-19. This included expanded virtual care options, secure online portals for test results and immunization information, and a provincial approach to increasing surgical and critical care capacity.

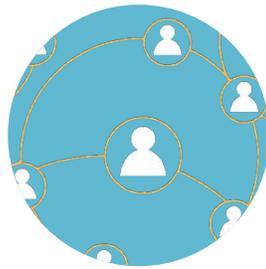
Further steps were also taken to progress Manitoba’s Provincial Clinical Network in line with guidance from local teams of clinical and operational experts. Detailed work has been underway to build up care locally and to plan how services and resources will be used in smarter, modern ways with well-integrated health care teams and hubs that are staffed and equipped to meet the needs of Manitoba patients.

This means, Manitobans will have access to:



Care closer to home

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



More surgical capacity at designated sites in the community or closer to home



Clearer pathways for providers and patients to access specialized care

As part of these efforts, the Government of Manitoba announced a historic \$812 million capital investment in building, expanding and renovating health care facilities, including:

- construction of a new \$283-million hospital in Portage la Prairie that offers more inpatient beds, expanded medical and surgical capacity and a modern emergency department;
- a \$32-million expansion of Bethesda Regional Health Centre in Steinbach that will include additional acute care inpatient beds and expanded medical capacity including a new renal dialysis unit;
- a \$64.4-million expansion of Boundary Trails Health Centre in the Morden/Winkler area that adds new acute-care inpatient beds and provides larger, more modern spaces for patient-care programs;

These improvements will lay the foundation for the Provincial Clinical Network, building up local service delivery, enhancing and expanding services available outside Winnipeg, modernizing the delivery of care at home and in the community, and ultimately leading to improved access, quality and patient outcomes experienced by Manitobans.

An important component of the planning for these projects is engagement with key partners and stakeholders, as well as communities these new and renovated facilities will serve. Initial opportunities for engagement have focused on early capital planning efforts, including meaningful and collaborative discussions with local Indigenous partners, site health leadership and key stakeholders.

Further details on the projects and additional opportunities for input will occur over the coming year with specific emphasis on connecting with local health care workers, patients and their families to inform service delivery planning.

Over the coming months, detailed planning to support successful implementation of the Clinical and Preventive Services Plan will continue with an ongoing commitment to information sharing and clear communication.

Strategic Framework

2022 marks 10 years since Southern Health-Santé Sud first elaborated its inaugural strategic health plan. A decade of remarkable achievements and extraordinary challenges followed.

And now in the midst of a significant health transformation process, anticipating the future of health care in our region, we are embarking on a new chapter as we work on the next 5-year Strategic Health Plan.

While the journey continues as we complete Strategic Health Plan 2028, we honor our current commitment to the 2016-2021 Strategic Directions.

Visit our [website](#) to access the 2016-2021 Strategic Health Plan.

2016-2021

Strategic Directions

Optimize community engagement partnership opportunities through purposeful alignment with our vision.

Strengthen and focus our commitment on health equity and health promotion.

Design programs and services for better access and optimal service delivery.

Transform and improve the patient experience.

Achieve excellence in patient safety.

Pursue sustainability through a diligent focus on continuous program review and evaluation.

Attract and retain a skilled and engaged workforce.

2022 ... A Milestone Moment for Southern Health-Santé Sud

Amidst the backdrop of the pandemic, we also acknowledged and reflected on a decade of foundational work enabling us to meet the challenges presented by the COVID-19 and bring a solid response to our community. Our achievements in this past year and over the last 10 years are shared together as we now look forward.

Merger of two regions

Moving forward together

2012

South Eastman Health/Santé Sud-Est and Regional Health Authority-Central Manitoba Inc. merge and become Southern Health-Santé Sud. The founding Board articulate the values, vision, mission and begin crafting its inaugural strategic plan.

2013-14

Southern Health-Santé Sud embarks on a large-scale undertaking to consolidate all programs and services. The first Annual Public Meeting is held in Sanford, Manitoba. Work begins on "My Health Teams", "Blurring the Lines" Dakota Ojibway project, Cancer Patient Journey Initiatives, and many more...

Every Day, Every Moment

2014-15

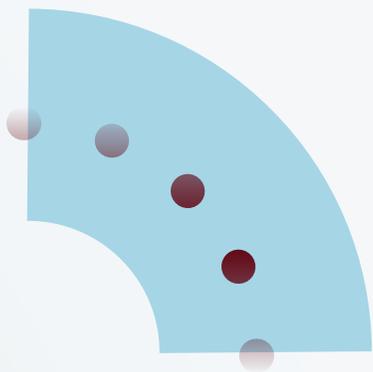
Southern Health-Santé Sud undertakes its first Accreditation Survey And Community Health Assessment. The Board initiates Sacred Moment practices at its meetings and across the region.

Strength in Transformation

2015-16

Strategic Health Plan 2016-2021 is finalized. Calls of Action from the Truth and Reconciliation Commission of Canada are put into practice. A historic Health Partnership Agreement between the Region and First Nations partners is signed. Indigenous Health and Employment initiatives and French Language Services are recognized provincially and nationally.





Together leading the way to a healthier tomorrow

2016-17

Southern Health-Santé Sud's Declaration of Patient Values is informed and inspired by patients and the public.

Connecting

2017-18

Province announces significant Health System Transformation and the creation of Shared Health. Southern Health-Santé Sud staff actively participate in provincial transition efforts.

In Transformation

2018-19

Province releases the Blueprint for Change, outlining the role of health organizations in Manitoba. Southern Health-Santé Sud begins reorganization as Service Delivery Organization.

Measuring for Excellence

2019-20

Hundreds of staff are transitioned to Shared Health; Diagnostic Services, Emergency Medical Services (EMS) and Information and Communications Technology (ICT). The Provincial Clinical and Preventive Services Plan (PCPSP).
March 11, 2020, World Health Organization declares a pandemic.

Focus on service... our commitment

2020-21

First doses of vaccine roll out. A new standardized organizational and leadership structure is established across Manitoba Service Delivery organizations.

Caring for Caregivers

Being Well

With a sharp increase of time pressures, competing demands and constantly changing rules, the pandemic has had a profound impact on health care staff — not the least recognizing that no matter the personal hardships, no matter trying to keep a perspective, none is harder than having to see people suffering and family members losing their loved ones because of COVID-19...

Day in, day out.

There is no doubt that health care staff are a resilient group of people. Within the context of a pandemic, resources are stretched to the absolute limit – including our own reserves. Caregiver burnout is very real. It is important to focus on building resiliency within to continue our work. COVID-19 has challenged health system workers to change how we conduct ourselves in the workplace, our homes and our social connections. These changes can sometimes feel overwhelming.

In addition to the Employee Family Assistance Program, workplace wellness support provided by Southern Health-Santé Sud's Community Mental Health program, staff were given access to guided wellness practices with a series of short "Be Well Moments" videos developed by Shared Health. Staff were encouraged to practice together during huddles, team meetings and sacred moments.

Shared Health and Southern Health-Santé Sud's Psychological Health & Safety Committee partners have brought together skilled trainers from across the province to facilitate short, timely, and relevant Staff Booster Sessions designed to fit into busy schedules. Topics include stress management, self-care and dealing with uncertainty with a focus on practical tools for coping with the unknown during this period of prolonged stress.

Moment of Light

Breaking through the Darkness

At the heart of the pandemic, despite the risks to their own wellbeing and witnessing the direct effects of COVID-19 in their communities, Southern Health-Santé Sud health care workers continued to do what they do best every day — Caring for others.

There are many remarkable stories that may never be heard. But their steadfast commitment to serve the community has not gone unnoticed...

Honking horns, cheering voices, waving and clapping hands and homemade signs reading “Thank You”, “Grateful” and “You are essential” — displays of solidarity with health care workers. Appreciative and impressed by those braving the pandemic to help others, folks across the region rallied to make their admiration and gratefulness known.

Highlighting how much people value their health services and those who work in it, on many occasions and in various settings, appreciation was demonstrated... applauding staff at work, sharing songs, sending cards and messages of gratitude, bringing refreshments, buying staff coffee and goodies, making videos and, sometimes just a simple but meaningful thank you.

During lonely and difficult times, much solace can come from a show of affection for health care workers — a reminder that they are not alone. More than ever, even the smallest gestures gave meaning to their work helping them move forward.

To all of you who elevated to your best selves by giving and caring so much, we salute and thank you all...



“ During this pandemic... we are always “ON” and always teaching, explaining, justifying... which I love to do and will continue to do – provide the best I can. But what this show of appreciation did was reset in me a certain faith or hope that we are moving forward, we are making a difference, we are THERE. It was a lifting, a refreshing and strong confirmation of our endless efforts and dedication to this beast we are facing. In that moment, I felt humbled to the core. ”

- A Southern Health-Santé Sud nurse

The path forward...

COVID-19 vaccines

In scientific terms, a “moment” is defined as the change in direction produced when a force acts to move a system around a pivot point.

January 15. It was a defining moment, one that would distinguish 2021-22. The largest and most complex immunization program in Manitoba’s history began with the first dose in December 2021 and on January 15, 2021 in Southern Health-Santé Sud. On that noteworthy day, the COVID-19 vaccine rollout was effectively launched in the region with 19 first doses of the Pfizer vaccine.

The day is still vivid in the minds of many... Since the first days of the pandemic, we had anticipated a vaccine that would reduce transmission of, and the mortality risk, of the virus.

The outcome of less than a year long wait was an extraordinary scientific achievement, a huge turning point in the fight against this virus.

Then again, this was not just about the vaccine. It was and continues to be a vaccination effort. Getting the vaccine into the arms of the population is in itself a challenge. The first goal was to protect those individuals at greatest risk. Manitobans in priority groups including front-line health care providers, First Nations communities and seniors in personal care homes and congregate living facilities were reached first.

Members of the general population were then eligible to be immunized, based on age in early March 2021 and Southern Health-Santé Sud’s first fixed



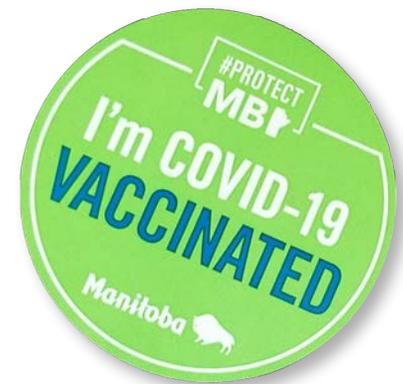
Pictured (l- rt): Roisin, Conor, Niamh, Sinead, Saoirse, and Fallon Steeves.

site in Morden opened its doors. This was followed by 2 additional sites, one fixed site in Steinbach and a recurring Urban Indigenous vaccine clinic in Portage la Prairie as well as expanded vaccine access through local clinics and pharmacies and pop-ups to make it easier to choose getting vaccinated.

Despite the scientific evidence that vaccines are the best way we have to reduce transmission of the virus; hospitalizations, deaths and vaccine hesitancy became a growing concern in some areas of the region. Working in partnership with the province and local community leadership, different approaches tailored to the communities and populations were implemented to address lower immunization rates in some areas.

As we complete two years of living through the COVID-19 pandemic, we still have much to celebrate! Here is a look at how our generous community made a difference to health and the lives of the people of Southern Health–Santé Sud during the pandemic.

For example, a partnership was created specifically addressing the vaccination efforts in Portage la Prairie with the Portage la Prairie Community Revitalization Corporation, offering culturally appropriate care. This Urban Indigenous Clinic was designed to increase accessibility and provide culturally-safe spaces for First Nations, Metis and Inuit peoples. Elders and Indigenous liaisons on-site worked behind the scenes to ensure patrons of the clinic had a supportive experience. Consisting of Métis and Indigenous



workers, the clinic team dressed in traditional regalia and wore orange shirts and ribbons in honour of Every Child Matters. Displays also provided information about Indigenous culture and traditions. As well, a smudging ceremony to bless the clinic took place at the beginning of each day and every patron to the clinic was offered a bagged lunch and both traditional and a modern medicine bundle.

A variety of projects, events and walk-in vaccine clinics were organized across the region to help reach vaccination targets.



Morden Clinic Opened March 22, 2021

✓ Local medical leaders addressing vaccine attitudes and beliefs and providing information in their own language and in a culturally appropriate manner.

✓ A series of virtual town hall events broadcast on YouTube were organized by physicians to answer questions people had about COVID-19 vaccines.

✓ Hosting events such as a BBQ with a pop-up tent available with resources and health care professionals on-site to answer questions, a Soup Kitchen with walk-in clinic.

✓ Health care staff and leaders becoming ambassadors sharing publicly why they chose to vaccinate helping people make an informed decision on whether to get the vaccine.



Steinbach Clinic Opened May 13, 2021

Photo credit SteinbachOnline

In the year since that historic first dose, over 75,000 doses have been given in Southern Health–Santé Sud as of the end of 2021-22. In the midst of all the hardship, one thing stands out. Despite the challenges, the exhaustive work and the uncertainty, in our communities, people are saving and improving lives. Meeting the moment. Every day.



Shawn Roulette, president of the Portage and District Chamber of Commerce, was the first person vaccinated at the Portage clinic.

“ It was at the end of our vaccine administration day at a congregate living site. We were putting things away and we were suddenly distracted by applause. Yes, the remaining people waiting for their post-vaccine, were standing up and applauding us. They were saying “thank you” and very gracious in their appreciation. Yes, they were all well distanced. It caught us all by surprise. I could not control the emotions that poured over me... tried to hold back tears, but just could not.”

- A Southern Health-Santé Sud Public Health Nurse

December 2021

DID YOU KNOW?



Here is the thing...

- COVID-19 virus is **very serious** and many people in our communities are getting really sick and dying.
- There is a lot of information circulating around the internet right now that is simply not true and is putting people's lives at risk.
- COVID-19 virus can impact your health for a **very long time** even after recovery – such as, extreme tiredness, trouble breathing, chest pain or tightness, and chronic cough.



COMMON QUESTIONS

If I am vaccinated, can I still get COVID?
Yes, but your chance is much lower and you are far less likely to get really sick or end up in the hospital.

Do I need a vaccine if I had COVID already?
Yes, because vaccines give you extra and more predictable protection against the new types of COVID that are appearing, and will lower your chance of getting COVID again.

HOSPITAL

In the whole province, almost **half** of hospitalized COVID patients are from Southern Health-Santé Sud

High number of COVID cases puts extra pressure on our hospitals which means surgeries and other procedures need to be postponed.



If unvaccinated, you are...

- 5** times more likely to be infected with COVID-19
- 15** times more likely to be hospitalized
- 24** times more likely to be admitted to an intensive care unit
- 22** times more likely to die with COVID-19

...compared to those who are fully vaccinated*

VACCINE

Every week, **over 900** residents in Southern Health-Santé Sud become fully vaccinated



More than **119,000** fully vaccinated residents age 5+



We have the **HIGHEST** number of COVID-19 cases in province



* Statistics are based on Manitoba data from Oct 17-Nov 27, 2021, and adjusted for age differences.

Dashboard created for community members and translated into French and Low-German. Distributed across all sites in December 2021.

Sacred moments are intentional 'moments' held at the beginning of meetings and serve as a constant reminder to remember who we are here for... to pause and centre us as an organization with genuine commitment and connection to our core values.

SILVER LININGS

During the Pandemic

Infection Prevention and Control (IPC) refers to a set of evidence-based principles, practices and procedures designed to prevent or reduce the risk of infectious disease transmission. On a daily basis, IPC in health care settings has always been a critical component of safe patient care but in 2020 it was driven to the forefront of the pandemic response, reinforcing the importance of implementing and strengthening preventative measures and best practices.

It's been said that from crisis comes opportunity. Although the 2021 year was challenging, it created opportunities for the Staff Development and IPC Team to pivot and change processes to better meet the ever-changing needs of the health care system during the pandemic.

The concept of "Silver Linings" was brought to the team through a sacred moment shared during the pandemic. A silver lining is, by definition, an advantage that comes from a difficult or unpleasant situation and this became one of the team's main themes as they moved through the pandemic.

There were major shifts seen within the team, where educators jumped in to assist the Infection Control Practitioners in providing support for things like infection control education, occupational health screening, contact tracing in order to manage the overall workload.

"We really had to pivot on the fly for how we did outbreak management by changing reports, our processes, and how we tracked outbreaks," says Tamara Burnham, former Director of Staff Development and IPC.

Other strategies were implemented for the control of the COVID-19 pandemic, a main focus being on the education of personal protective equipment (PPE), hand hygiene and finding new ways to streamline already existing processes.

The ultimate team building exercise... on a daily basis this team collaborated and responded in ways that were remarkable; handling major challenges, ever-evolving

protocols and being truly innovative and creative. Tamara shared that the Staff Development/Infection Prevention & Control Team was reminded regularly throughout the pandemic of the wonder of how "You can be really strong as an individual but so much more powerful as a team". The pandemic experience was nothing that any of us ever signed up for or expected, but what we were able to achieve as a united, hard-working group was truly amazing."

38
outbreaks for
2021-2022 year



Cardiac Rehab Program Providing Specialized Care Closer to Home

Cardiac rehab is a specialized program that is monitored by a team of medical professionals, with the aim of improving the cardiovascular health of individuals who have recently had a negative cardiac event or have recently had a cardiac procedure.

Finding ways to provide care closer to home has been a top priority for Southern Health-Santé Sud during 2021-22. Strengthening the options of care provided in the community and by meeting the ever-changing health care needs of our population, specialized programs are being created closer to home.

It has been shown that heart attack rates in Southern Health-Santé Sud are significantly higher than the provincial average.

Dr. Bryan Kroeker and team are leading the way in the Morden/Winker area by providing a cardiac rehab program that takes a multidisciplinary approach to equipping cardiac patients with the tools they need to lead healthier lives.

This six-week program includes a total of 12 sessions with a focus on lifestyle education and an individualized exercise prescription. There are lot of benefits for patients such as physical and emotional benefits as well as other aspects of their physical wellbeing such as improved muscle mass, improved heart health ~ which in turn reduces the likelihood of future negative heart outcomes. Additional benefits include improving self-esteem, confidence, managing anxiety or depression and building good lifestyle habits. People come in at all stages of life across the lifespan.

Heart attack rate per 100 age 40+

SH-SS 3.58

MB 3.24

**Since June, 2021
this program has
served 21 patients
in total.**

“ We have kinesiologist, dietitians, a respiratory therapist, a chronic disease management clinician, a pharmacist, a social worker, a shared care counselor/mental health clinician...all involved in this program... and we actually have physicians helping deliver the education as well. To have such a diverse group of providers involved in education is uncommon and I'm proud of that”

– Nolan Turnbull, Kinesiologist



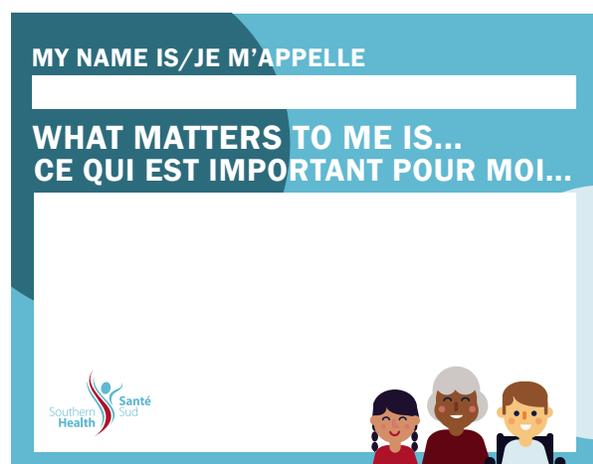
The Question is...

“What Matters to You?”



With a simple goal of encouraging meaningful conversations between patients, caregivers, families, and their health care providers, What Matters to You is a critical component of the culture promoted in Southern Health-Santé Sud to provide opportunities for patients, families and members of the public in becoming active participants in all levels of the health system. Because patients are the true experts of their own needs and experiences, asking, listening and responding to what matters to them is a key feature of people-centred care.

Southern Health-Santé Sud has launched a comprehensive suite of tools to support a culture of engagement with patients, families and residents as well as staff engagement, with many creative efforts undertaken in a variety of ways across the region...



Menno Home is in the early stages of launching What Matters to You, developing in-house staff education packages and a short survey to learn more about what matters to the residents. Responses are summarized on a single poster page inserted into a wipeable sleeve and posted above the resident's bed, so that staff will be able to see at a glance what matters to each person. Recognizing and encouraging the connections, the activities, and the day-to-day moments that have value for the residents is truly the essence of people-centred care.

At Boundary Trails Health Centre (BTHC) six staff members are nominated by fellow co-workers each month for doing an exceptional job. These six staff nominees then fill out a few questions and submit their photo which are then displayed in two areas around the health centre including one in each nominee's unit. It has allowed staff to be recognized and appreciated who go above and beyond while also learning more about one another. BTHC Foundation has partnered with the health centre, providing a small gift card each month for the nominees.

In the Palliative Care program, staff engage with clients to learn about what matters to them upon admission into the Palliative Care program. The information learned is added into

a special section of the client's Electronic Health Record "focus band", so that all staff who interact with the client will have that information readily available for reference in the health record. This would extend to individuals providing service related to a client's treatment, including CancerCare. Involving the whole care team helps in providing consistent, client-centred care that is meaningful.

Clients and their families have also shared what matters through videos, which are used as learning opportunities at team meetings. For example, a family member shared their palliative care journey in the loss of a loved one and although emotional for all involved, it provided information that may be used to both inspire change and increase advocacy. The family member is also open to being involved with the program going forward. Plans are underway to share another video from a Southern Health-Santé Sud First Nations palliative care client who shared their experience as an Indigenous person nearing end of life.

In addition to the use of the existing tools, the Home Care program integrated a question about What Matters to You within the client experience survey. The "question" is an invitation for clients and family members to partner with the program and share what matters, so that the information shared with the team can be considered when reviewing, improving and designing services.

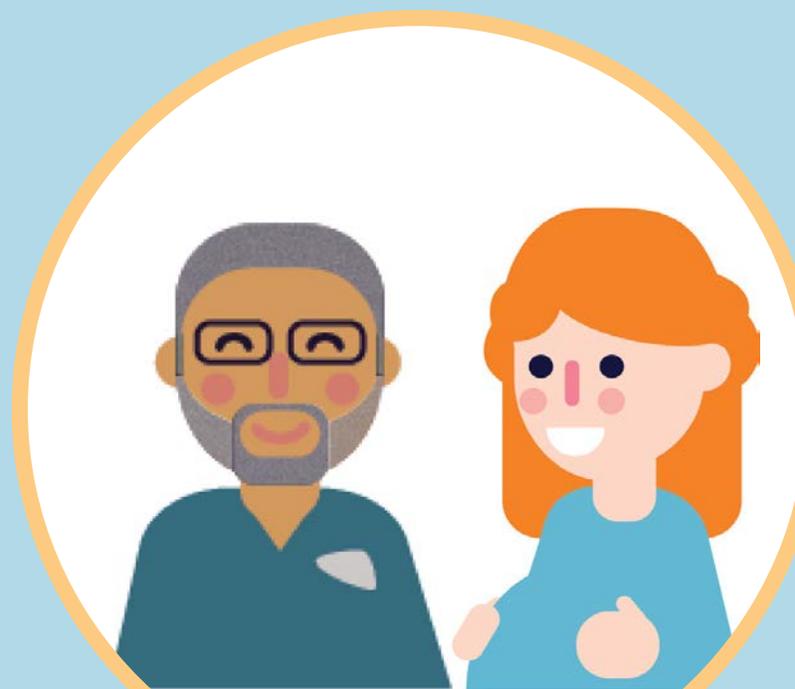
"What Matters to You" is based on three main principles:

ASK: what matters

LISTEN: to what matter

DO: what matters

The toolkits help staff integrate patients and community members in making decisions about program design, services and system planning and policy development.





Leadership Initiative

The leadership initiative focuses on identifying and supporting future leaders within Southern Health-Santé Sud. Leaders can hold formal positions or be considered informal leaders – people who display excellent leadership, but who do not (yet) hold leadership positions. The leadership initiative’s vision is to build and support a culture of collective leadership throughout Southern Health-Santé Sud. Our hope is to foster an environment where we all feel empowered and supported to exercise leadership, be an agent for change, and pursue formal leadership roles

The leadership initiative is comprised of three working groups with members who are current and aspiring leaders:

- The Leader Within
- Mentorship
- What Matters to You/Human Resources

Examples of what is being done by the working groups include profiling existing leaders (The Leader Within), developing a mentorship program to pair new/aspiring leaders with existing members of leadership (Mentorship), and developing resources for succession planning and soliciting staff input (What Matters to You/Human Resources).

Developing leaders and supporting a culture of collective leadership helps to promote continuity within the health care system and invests in staff.

What is collective leadership?

“To create leadership culture, each person in the system, regardless of position or title, must exercise leadership when it is required. This is distributed (collective) leadership.”

– LEADS Framework

Rapid Access to Addictions Medicine (RAAM) Community Garden Boxes

Having a sense of community is a vital element of a thriving community.

The Rapid Access to Addictions Medicine (RAAM) Clinic is embracing community connections with community garden boxes which were purchased by donations from local businesses. The garden boxes can be found in the green space next to the RAAM clinic in Portage la Prairie for all to use.

Two Home for the Summer nursing students were hired for the garden project where they planted, tended to the weeds, and harvested vegetables to provide to other community outreach services or prepared vegetable bags to be given to clients at the RAAM Clinic.

In the fall the garden boxes and

the additional garden, which was created on the side of the RAAM clinic, were harvested and the RAAM clinic made a large donation of vegetables to the Portage Service for Seniors.

Dana Human, Regional Lead - Community & Continuing Care explains that there are a number of factors that can lead people to struggle with mental health problems or addictions, including issues such as safe housing or food security. Human says that this inspired them to plant a community garden at the clinic that would be accessible to everyone in Portage.

The RAAM clinic officially opened its doors in October 2021. It is providing people in Southern Health-Santé Sud with timely access to evidence-based treatment and assistance for those struggling with high-risk substance use and addictions.



RAAM Clinic in Portage la Prairie - Garden Boxes



When Every Drop Counts...

Using Blood Wisely Designation in Manitoba

Southern Health-Santé Sud has been named the first health region in Canada to receive national Using Blood Wisely Designation. This signifies that each transfusing facility within Southern Health-Santé Sud has met or exceeded the national benchmark of appropriate red blood cell use in Canada.

Using Blood Wisely is a national initiative through Choosing Wisely Canada to reduce inappropriate red blood cell transfusions. Choosing Wisely Canada and Canadian Blood Services commended Southern Health-Santé Sud and its staff for the excellent work in reducing unnecessary red blood cell transfusions. The Using Blood Wisely Hospital designation symbolizes a commitment to red blood cell stewardship and to the continuous pursuit of quality improvement. In achieving this designation, Southern Health-Santé Sud is among a select group of hospitals that are making a difference for patients, donors, and Canada's blood supply.



Infrastructure Projects

Rest Haven

Construction on the Rest Haven Care Home expansion in Steinbach was nearing completion in March 2021-2022. The expansion includes an addition and renovation to the existing 60-resident room facility. With 143 beds, the new facility allows space for more people to stay closer to home for long-term personal care.

Boyne Lodge Personal Care Home

The new Boyne Lodge Personal Care Home came to completion in April 2022. This includes 105 new personal care beds in Carman. Additionally, the facility includes large, multi-purpose gathering spaces, offices, staff areas, maintenance and housekeeping services area and exterior patios, walkways and parking.

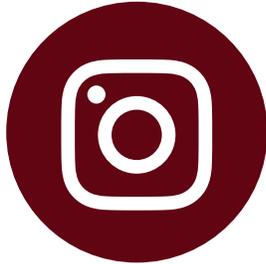
Infrastructure projects in support of Clinical Preventative Services Plan.

Three infrastructure projects were announced within the region. With a rapidly growing population, these expansions will improve access to health services closer to home.

- August 2021 - Construction of the new Hospital in Portage la Prairie was announced which will have 114 acute care inpatient beds, increased surgery capacity, an expanded emergency department and enhanced programs including diagnostics, dialysis, palliative care and other outpatient services
- October 2021 – Announcement that Boundary Trails Health Centre Expansion Project will move forward with the construction of two new buildings. The community services building will include programs such as child and youth rehabilitation, public health, midwifery, families first, relocation of administration and expansion of the inpatient pharmacy. The inpatient addition will include 24 more medicine beds and 8 level-2 nursery beds!
- October 2021 - Bethesda Regional Health Centre announced an expansion and renovation which will increase acute care capacity, adding 15 new medicine inpatient beds, more surgical capacity as well as the creation of a new 6 chair renal dialysis unit.



Communications: an essential strategy during a pandemic



INSTAGRAM

TOTAL FOLLOWERS

1,097

+492

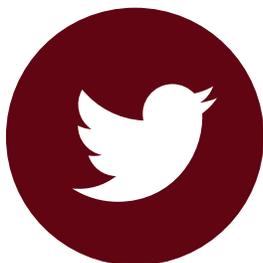


FACEBOOK

TOTAL FOLLOWERS

787

+529



TWITTER

TOTAL FOLLOWERS

201

+160

Communication is foundational to all layers of the health care system. While preventative and protective measures were crucial in the pandemic response, timely and effective communication had a huge impact on access to health services and public compliance to evolving public health orders. Throughout, Southern Health-Santé Sud remained accessible to and connected with staff, patients and the community.

In partnership with Shared Health and the provincial government, messaging increased significantly on all counts – this in comparison to the previous fiscal year. Information ranging from COVID-19 to recruitment opportunities was shared through various mediums to educate and to inform stakeholders about recommended actions, available resources as well as other opportunities and developments. Examples of this surge in activity include:

Website Visits— increased by almost 50%

Website Subscribers—increased by over 20%

Social Media/# of Followers - doubled on cumulative platforms (Instagram, Facebook, Twitter)

Media Calls—Grew by almost 30%,

Southern Health-Santé Sud continues to be intuitive and responsive to its diverse population. Interpreter Services increased by 28%, mostly attributable to COVID-19 response activity

While these metrics reflect in a tangible manner our mandate and intentful connection with the community, the region is most proud of the emotional and powerful connections that our front-line staff exemplified with patients and the public during their time of need.

(+) increase compared to previous fiscal year



French Language Services

Building on progress avec plaisir

51%

of designated bilingual positions in Southern Health-Santé Sud filled by bilingual incumbents

32

employees successfully completed French language training in this current fiscal year. Additional in-house language training support was also provided to staff in key designated bilingual positions.

Engaged Communities and Partners

Southern Health-Santé Sud actively participated in several provincial initiatives – ranging from a number of consultations, surveys, projects and research work which contributed towards solid progress. Despite the pandemic, the region remained on course, participating in over 25 engagement encounters with communities and partners. This involvement testifies our mandate to effectively serve our French language community, with a continued focus to improve outcomes and accountability.



Actively Supporting Administrative Framework & Active Offer

- The region maintained continued focus to support 'in time' bilingual communications from the onset of COVID-19 response (website, social media activity, testing and vaccine sites, after hours translation, etc.), transformation activity and Service Delivery Organization re-alignment. In carrying out the Active Offer mandate, there was unwavering commitment to proactively work closely with provincial partners and leadership.
- Identified as a national leading practice, continued investment into the FLS Module within the payroll system has been instrumental in collecting data and monitoring staff in designated bilingual positions. Linked to this module is a regional audit tool to monitor compliance, where analysis informs orientation needs and strategies.
- A French Language Services refreshed lens was applied within regional patient experience surveys to ensure consistent methodology, questions, coordination and data analysis/reporting, which has in turn enhanced the development of evidence-informed strategies.
- Mon équipe santé has not been immune to the staffing challenges impacted by the pandemic where the region experienced vacancies and redeployment to support response. Within the La Montagne team, there was a temporary reduction of social work services, the Social Worker having taken a term position in the Palliative Care Program. Moreover, a contract was signed with a psychologist in the area. In La Seine, a resignation from the Social Worker prompted a position review; recruitment is underway for a Fitness Consultant. In addition, the contract with the Centre Renaissance has been renewed to ensure psychology services in French.
- Under the umbrella of the Santé en Français team, the region participated in a review of translation guidelines and feedback on current services as well as the use of gender-neutral language in translation. Other examples of collaborative work included a community stakeholder meeting on healthy child initiatives for the Francophone population and supporting efforts to standardize Language-Related Questions at Patient Registration/ Admission which will facilitate collection of information on French speaking users, with a focus to enhance service delivery and client experience. The region also actively populated content (governance and operations) within OZI, a provincial database to collect data reflecting individual designated site/program capacity to offer and deliver Active Offer of French services.

Recruitment & Retention

Southern Health-Santé Sud participated in

12 in-province virtual career fairs and hosted

11 virtual classroom presentations promoting job opportunities within the region. A virtual presentation was offered specifically in French to the Bachelor of Nursing and Practical Nursing students from the Université de Saint-Boniface.

In partnership with Santé en français, Southern Health-Santé Sud also participated in

2 out-of-province virtual career fairs with a focus on bilingual recruitment of nursing and allied positions for areas with a high concentration of French-speaking population.

6 “Ma carrière en santé” presentations hosted by Santé en français were offered to high school students across the region. The Santé en français website link for this presentation was also shared with the Division Scolaire Franco-Manitobaine (DSFM). In turn, the presentation was forwarded it to all high school teachers and student counsellors with a request to disseminate to students.

8 Undergraduate Nurse Employee (UNE) positions were approved for the region. Two of the positions were identified as designated bilingual. The region was successful in recruiting bilingual candidates for these roles.

	Southern Health-Santé Sud	Villa Youville Ste-Anne	TOTAL (combined)
	Positions	Positions	Positions
Designated Bilingual positions (DBP)	580	115	695
DBPs filled by bilingual incumbents	294 (51%)	75 (65%)	369
DBPs filled by non-bilingual incumbents	241	34	275
DBPs - vacant	56	7	63

(March 2022)

Staff Awards

CEO Career Achievement Award



The CEO Career Achievement Award honors 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 employee or service provider will have made significant contributions to Southern Health-Santé Sud within the scope of their position and fostered wellness in the workplace. Congratulations to this year's recipient: Jackie Derksen. Jackie has served 34 years in South Health-Santé Sud. She has held a variety of leadership roles, most recently as the co-lead of the COVID-19 testing site and Director of Rehabilitation until her recent retirement.

Physician Emeritus Award



Physician Emeritus is an annual honorary designation conferred upon physicians by their peers to acknowledge and recognize the lifetime contributions and accomplishments over their professional careers in Southern Health-Santé Sud. The Regional Medical Advisory Council chooses a deserving recipient upon recommendation or nomination of a colleague or committee within the region. Congratulations to this year's recipient: Dr. Paul F. Peters. Dr. Peters is a retired family physician who practiced for 38 years in the Steinbach area.

2021 Doctors Manitoba Medal of Excellence



Doctors of Manitoba Medal of Excellence is an award recognizing those who demonstrate excellence in the medical profession and whose actions are a source of inspiration. Congratulations to this year's recipients: Dr. Mairi Burnett & Dr. Chris Burnett. The Burnett medical couple are pillars in the rural medical community and are based in Niverville where they have built a holistic medicine practice.

2021 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 this year's recipients: Cheryl Dyck, Bev Dueck and Joanne Talbot.



Cheryl Dyck (left), Community Mental Health Worker (Mental Health Services - Carman); Bev Dueck (middle), Registered Nurse (CancerCare); Joanne Talbot (right), Administrative Assistant (Lorne Memorial Hospital)

Honorary diploma from Université de Saint-Boniface (USB)



Dr. Denis Fortier, Chief Medical Officer, received an honorary diploma from the Université de Saint-Boniface because of his contributions to the Francophone community and his contribution to the medical community. This honorary degree reflects one of many awards and accomplishments of Dr. Fortier's exemplary career. Congratulations Dr. Denis Fortier!

By the Numbers

Workforce Demographics



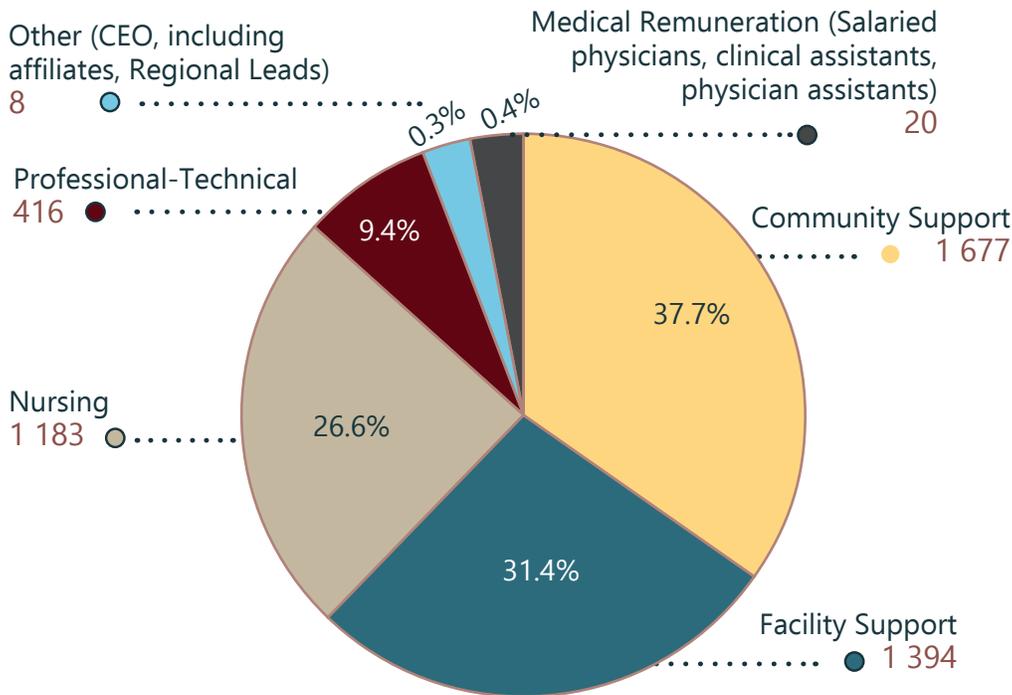
4 446

Southern Health-Santé Sud Employees

Includes full-time, part-time, & casual positions

1 269

Employees of Affiliate Health Corporations & Community-Owned Not for Profit*



*** Affiliate Health Corporations:**

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

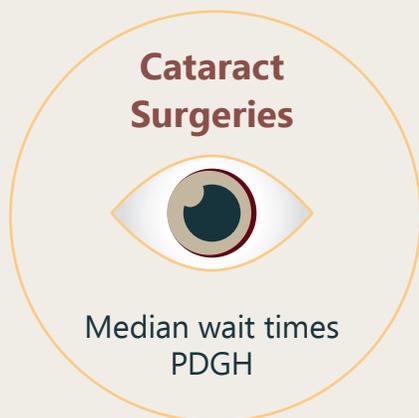
Community-Owned Not for Profit:

- Heritage Life Personal Care Home.

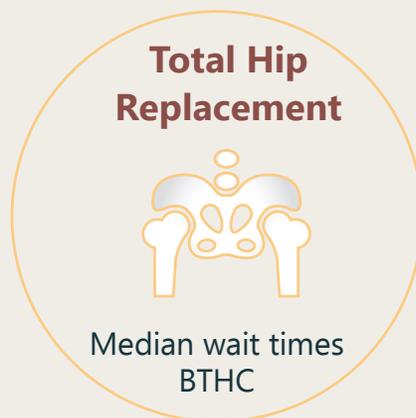


Wait Times in 2021-22

The impact of the global pandemic on wait times has been significant. For many months, surgeries and access to services had to be put on hold to respond to increasing pressures in acute services. The road ahead will be that of recovery as we work together provincially to address the backlog.



30 weeks



20 weeks



24 weeks



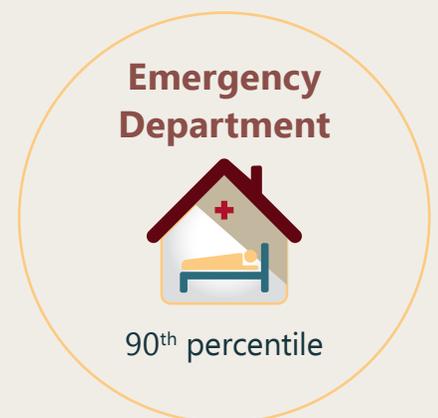
2-21 weeks

Oct 2021



18-36 weeks

Oct 2021



3.8 hours

April - March 2021-2022

Wait Times in 2021-22 (cont'd)

Mental Health



Referral to ACCESS open
(adult program)

9.8 weeks

Oct 2021

Mental Health



ACCESS open to treatment
(adult program)

36 weeks

Oct 2021

Language Access Interpreter Services



Requests Coordinated
for 15 languages in
2021-22

124 requests

117 over the phone and
7 video conferences



Facility Stats 2021-22

	Southern Health- Santé Sud	3 Regional Health Centres (BRHC, BTHC & PDGH)	Acute Community Hospitals & Transitional Care
Acute Care Beds (Total #)	459 	258 	201 
Average Occupancy	56.4%	69.0%	53.8%
Overnight Hospital Stay	9 631	7 852	1 779
Average Length of Stay (days)	51.4	8.7	60.5
Day Surgery Cases	6 831	4 689	2 142
Births in Facility	1 618	1 535	83
Emergency Department Visits	84 908	55 004	29 904
Alternate Levels of Care (days)	32 767	4 881	27 886

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 Board of Directors of Southern Health-Santé Sud:

Opinion

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2022, and the summary statement of operations and accumulated surplus for the year then ended, are derived from the audited financial statements of Southern Health-Santé Sud (the "Region") for the year ended March 31, 2022.

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 22, 2022.

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 29, 2022

MNP LLP

Chartered Professional Accountants

Audited Condensed Financial Statements

Statement of Financial Position

	2022	2021
Financial Assets		
Cash and short term investments	\$ 65 250 360	\$ 71 452 759
Accounts receivable, net	4 521 106	5 232 865
Accounts receivable - external partners	-	1 942 567
Accounts receivable - Manitoba Health and Seniors Care	22 991 072	-
Accounts receivable - Manitoba Health and Seniors Care - vacation entitlements	8 276 616	8 276 616
Accounts receivable - Manitoba Health and Seniors Care - retirement entitlements	8 845 020	8 845 020
	109 884 174	95 749 827
Liabilities		
Accounts payable and accrued liabilities	42 830 449	25 646 202
Accounts payable - external partners	836 763	-
Accounts payable - Manitoba Health and Seniors Care	-	808 404
Unearned revenue	10 676 335	9 231 689
Accrued vacation benefit	18 130 695	18 143 926
Accrued sick leave benefit	4 612 100	5 066 795
Accrued retirement	17 976 718	18 220 800
Accrued retirement - Affiliated organizations	3 126 924	3 130 824
Long-term debt	156 795 098	150 733 996
	254 985 082	230 982 636
NET DEBT	(145 100 908)	(135 232 809)
Non-Financial Assets		
Inventory	2 020 134	1 927 315
Prepaid expenses	706 653	717 037
Tangible capital assets	236 659 763	245 459 881
Total Non-Financial Assets	239 386 550	248 104 233
ACCUMULATED SURPLUS	\$ 94 285 642	\$ 112 871 424

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 2022			Budget 2022	Actual 2021
	Operating	Capital	Total	Total	Total
Revenue					
Manitoba Health and Seniors Care	\$ 354 328 211	\$ 16 229 285	\$ 370 557 496	\$ 334 132 548	\$ 326 101 004
Other Province of Manitoba departments	23 500 246	-	23 500 246	19 815 480	24 600 403
Government of Canada	416 809	-	416 809	543 950	430 462
Non-global patient and resident income	13 930 058	-	13 930 058	15 717 900	13 935 043
Other income	12 351 886	-	12 351 886	12 343 998	12 095 299
Interest	932 029	-	932 029	1 000 000	921 697
Donations	601 966	7 712 653	8 314 619	13 852 806	6 530 242
Ancillary operations	2 534 229	17 148	2 551 377	2 530 600	2 392 527
	408 595 434	23 959 086	432 554 520	399 937 282	387 006 677
Expenses					
Acute care services	135 192 807	6 758 454	141 951 261	120 872 193	128 794 132
Long term care services	74 699 586	29 907 280	104 606 866	88 506 871	62 351 247
Medical remuneration	34 061 575	-	34 061 575	33 491 224	32 378 063
Community based therapy services	7 829 638	-	7 829 638	8 035 884	8 177 344
Community based mental health services	10 107 251	-	10 107 251	9 212 010	8 976 134
Community based home care services	43 658 421	-	43 658 421	44 674 506	43 527 590
Community based health services	33 275 904	226 973	33 502 877	23 882 136	26 098 035
Emergency response services	-	121 380	121 380	186 200	182 719
Regional health authority undistributed	17 348 948	5 122 732	22 471 680	25 254 281	19 665 291
Affiliated organizations	50 388 392	295 434	50 683 826	87 508 363	47 877 772
Ancillary operations	2 032 912	112 615	2 145 527	2 338 400	1 932 984
	408 595 434	42 544 868	451 140 302	443 962 068	379 961 311
Surplus (Deficit) for the Year	-	\$ (18 585 782)	\$ (18 585 782)	\$ (44 024 786)	\$ 7 045 366
Accumulated Surplus, Beginning of Year			112 871 424	112 871 424	105 826 058
Accumulated Surplus, End of Year			\$ 94 285 642	\$ 68 846 638	\$ 112 871 424

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.



Provincial Health System Administrative Costs and Percentages

2021-22

Region	Corporate	Patient-Care Related	Human Resources & Recruitment	Total Administration
Interlake-Eastern Regional Health Authority	2.92%	0.63%	1.93%	5.48%
Northern Health Region	3.48%	0.93%	1.12%	5.53%
Prairie Mountain Health	2.32%	0.16%	0.99%	3.47%
Southern Health-Santé Sud	2.60%	0.25%	0.84%	3.69%
CancerCare Manitoba	1.70%	0.47%	0.70%	2.87%
Winnipeg Regional Health Authority	2.69%	0.55%	1.14%	4.38%
Shared Health	3.48%	0.44%	0.45%	4.37%
Provincial - Percent	2.88%	0.47%	0.93%	4.28%
Provincial Totals	\$ 175 559 392	\$ 28 641 532	\$ 56 439 789	\$ 260 640 713

2020-21

Region	Corporate	Patient-Care Related	Human Resources & Recruitment	Total Administration
Interlake-Eastern Regional Health Authority	3.12%	0.58%	2.11%	5.81%
Northern Health Region	3.42%	0.93%	1.09%	5.44%
Prairie Mountain Health	2.26%	0.34%	1.08%	3.68%
Southern Health-Santé Sud	3.06%	0.20%	0.90%	4.16%
CancerCare Manitoba	1.68%	0.45%	0.71%	2.84%
Winnipeg Regional Health Authority	2.83%	0.61%	1.06%	4.50%
Shared Health	3.21%	0.30%	0.54%	4.05%
Provincial - Percent	2.89%	0.47%	0.94%	4.30%
Provincial Totals	\$ 154 819 266	\$ 25 267 919	\$ 50 569 113	\$ 230 656 298

Health System Transformation

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.

Under the Regional Health Authorities Act of Manitoba, health authorities must ensure their corporate administrative costs do not exceed a set amount as a percentage of total operation costs (2.99% in WRHA; 3.99% in Rural; 4.99% in Northern).

Across Manitoba, within all Service Delivery Organizations with the exception of Shared Health, which assumed responsibility for planning and coordination to support health services throughout the COVID-19 pandemic, administrative costs decreased as a percentage of total operating costs.

Southern Health-Santé Sud Administrative Costs

For year to Date Ending:	Mar-22 \$	%	Mar-21 \$	%
Corporate	11 429 947	2.60%	11 218 038	3.06%
Patient care related costs	1 095 345	0.25%	731 424	0.20%
Recruitment/Human Resources related costs	3 676 004	0.84%	3 284 065	0.90%
Total administrative costs	\$ 16 201 296	3.69%	\$ 15 233 527	4.16%

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

Reporting Period April 2021-March 2022	
Disclosures received (Subsection 18 (2a))	0
Investigations commenced (Subsection 18 (2b))	0
Finding of wrongdoing/ recommendations/corrective actions taken (Subsection 19 (2b))	0

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, 2022 can be found by accessing the [Plans and Reports](#) section of the website.

As per Section 24 (1): Southern Health-Santé Sud's 2016-2021 Strategic Health Plan took effect April 1, 2016 and has been extended until 2022. 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.

FIPPA Requests

The Freedom of Information and Protection of Privacy Act (FIPPA) provides the legislative framework for information and privacy rights in Manitoba. The main purposes of FIPPA are Access to Information and Protection of Privacy. FIPPA applies to all records in the custody or under the control of a public body such as Southern Health-Santé Sud.

FIPPA ensures that an individual's right of access to any record maintained by the public body is responded to in compliance with the Act.

As mandated by FIPPA, Southern Health-Santé Sud has a consistent and controlled process for individuals to obtain access to information maintained by the Region and to permit or refuse such access in accordance with the legislation.

Southern Health-Santé Sud has eight (8) FIPPA policies that provide direction to ensure FIPPA applications are managed accurately and timely in accordance with FIPPA legislation.

Increased volumes of FIPPA applications and the complexity of the applications vary from year to year. (see table)

Southern Health-Santé Sud

Regional Officer - Privacy & Access

Box 470, 94 Principale St | La Broquerie MB R0A 0W0

T 204-424-2320

Requests	January - March 2022	2021	2020	2019	2018	2017
Total requests received	11	70	79	65	48	90
# of requests granted full or partial access	11	57	60	40	37	85
% of requests granted	100%	81%	76%	62%	77%	94%
Type of Requests	January - March 2022	2021	2020	2019	2018	2017
Media	0	2	8	1	20	34
Political Parties	7	34	40	13	11	34
Other	4	34	31	51	17	22

**Note: The reporting timeline changed in January 2022. Previous to this FIPPA requests were reported based on calendar year.*

FIPPA facilitates the building and maintaining of positive relationships between Southern Health-Santé Sud and the media, political parties, public and staff. It is important for us to protect the privacy of the applicant, provide accurate and relevant information, in addition to, ensuring the applicants are responded to in a timely manner according to the legislation.

FIPPA Topics



10 (2021)
Administrative/
Operational



8 (2021)
1 (Jan-Mar 2022)
Clinical Data



5 (2021)
Emergency
Department



10 (2021)
Funding/
Sustainability



27 (2021)
10 (Jan-Mar 2022)
Human Resources



6 (2021)
Long Term Care

Acronyms

BRHC	Bethesda Regional Health Centre
BTHC	Boundary Trails Health Centre
CEO	Chief Executive Office
CIHI	Canadian Institute of Health Information
CPSP	Clinical Preventive Services Plan
DBP	Designated Bilingual positions
DSFM	Division Scolaire Franco-Manitobaine
EMS	Emergency Medical Services
FIPPA	Freedom of Information and Privacy Act
FLS	French Language Services
ICT	Information and Communications Technology
IPC	Infection Prevention and Control
PCPSP	Provincial Clinical and Preventive Services Plan
PDGH	Portage District General Hospital
PPE	Personal protective equipment
RAAM	Rapid Access to Addictions Medicine
RHA	Regional Health Authority
RMAC	Regional Medical Advisory Committee
SDO	Service Delivery Organization
SH-SS	Southern Health-Santé Sud
UNE	Undergraduate Nurse Employee
U.S.	United States of America

Contact us

Regional Office - La Broquerie

Box 470, 94 Principale St | La Broquerie MB R0A 0W0
T 204-424-5880 | F 204-424-5888

Regional Office - Morden

330 Stephen St | Morden MB R6M 2G3
T 204-822-2650 | F 204-822-2649

Regional Office - Notre Dame de Lourdes

Box 190, 40 Rogers St | Notre Dame de Lourdes MB R0G 1M0
T 204-248-7250 | F 204-248-7255

Regional Office - Southport

180 Centenaire Dr | Southport MB R0H 1N1
T 204-428-2720 | F 204-428-2779

Careers - Human Resources Recruitment & Retention

180 Centenaire Dr | Southport MB R0H 1N1
T 204-428-2747 | 1-800-742-6509 | humanresources@southernhealth.ca

Careers - Physician Recruitment

Box 190, 40 Rogers St | Notre Dame de Lourdes MB R0G 1M0
T 204-248-2759 | physicianresources@southernhealth.ca

Media Inquiries

T 204-424-2329 | mediarelations@southernhealth.ca

For more information on our health services and programs,
visit: www.southernhealth.ca
Email: info@southernhealth.ca
Toll Free: 1-800-742-6509



www.southernhealth.ca

connect with us!

 @southernhealthsantesud

 @southernhealthsantesud

 @SouthernSante