



Our Call to Action

Healthier **people.**
Healthier **communities.**
Thriving together.

2023 | 2028

**Strategic
Health
Plan**

Table of Contents

Letter of Transmittal & Accountability	3
Message from Board Chair and CEO	4
Section 1: Introduction & Where we are going?	6
Health Authority's Mandate	7
Aligning to a Provincial Clinical and Preventive Services Plan.....	8
Vision, Mission and Core Values.....	12
Strategic Priorities and Objectives	13
Section 2: Environmental Scan	20
About Us	21
Overview of Population Health & Health Status	23
Engagement with Stakeholders and Staff	27
Services and Service Delivery Model	30
Section 3: Operational Plan	32
Organizational Structure.....	33
Workforce Plan	34
Communications Plan.....	36
Digital Health Investments for the Future.....	38
Health Care Infrastructure and Management.....	40
Section 4: Financial Plan	43
Section 5: Performance Management	45
Section 6: Risk Management	46
Contact Us	47



French Strategic Health Plan

This report is available in alternative format upon request.

Letter of Transmittal & Accountability



Honourable Audrey Gordon
Minister of Health

Dear Minister:

As approved by the Board of Directors of Southern Health-Santé Sud October 18, 2022, we respectfully submit our Strategic Health Plan 2023-28. 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. Strategic Health Plan 2023-28 is made available to the public and the broad organization on [Southern Health-Santé Sud's website](#). Throughout its implementation, we will continue to connect with and engage stakeholders making strategy an integral part of regular communications.

Sincerely,

A handwritten signature in black ink, appearing to read "Adam Monteith".

Adam Monteith

Board Chair

Southern Health-Santé Sud

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

Message from Board Chair and CEO

Southern Health-Santé Sud’s Strategic Plan 2023-28 was conceived against the backdrop of COVID-19 and multiple profound and complex world events... A crucial time in health care and a stark reminder of the need to plan purposefully. While the pandemic challenged and tested all of us, we seized the opportunity to learn from our experiences, to adapt and to re-imagine.

Much has changed in the last decade. In particular the last two years have underscored the importance of understanding and living our values. Recognizing an opportunity to enhance their clarity and meaningfulness, we undertook an exercise in exploring and refreshing our current values. In the midst of doing so, and focusing on a sustainable and resilient future, we added “Purposeful Innovation” as a fundamental tenet. Embedded throughout our work, our core values are the lens through which we will navigate the challenges that lie ahead.

Setting our course forward with an ambitious plan, we re-articulated our vision and mission to better align to where we want to see the future and to mobilize transformational positive change. Indeed, as captured in our new vision, this plan is, at its heart, a renewed call to strive for **Healthier people. Healthier communities. Thriving together.**



Jane Curtis
CEO

Adam Monteith
Chair

The Plan puts forward our direction for the next five years providing a framework to guide decision-making while building alignment with Manitoba's Health System Transformation and supporting the implementation of the Provincial Clinical and Preventive Services Plan. Acknowledging the breadth and depth of the organization's programs and services, the strategic planning process yielded four core strategic priorities to focus our efforts as we move ahead.



Heading towards 2028 and beyond, the challenges we face will entail major efforts that require collaboration from everyone. We received inspiring and innovative input from various stakeholders, staff, community leaders and external organizations and, as we go forward we remain committed to continue learning from diverse perspectives.

We are proud and excited to share Strategic Health Plan 2023-28 and to reaffirm our commitment to put people and communities at the centre of our work making a difference for a healthier inclusive future for all... Our Call to Action.

Sincerely,

Adam Monteith
Board Chair
Southern Health-Santé Sud

Jane Curtis
Chief Executive Officer
Southern Health-Santé Sud

SECTION 1

Introduction

Where are we going?



Southern Health-Santé Sud

Mandate



The Health System and Governance Act was proclaimed in early 2022, which replaced the Regional Health Authorities Act. Under Section 23.3 (1), the new mandate is as follows:

A regional health authority is responsible for administering and delivering, or providing for the delivery of, health services in its health region in accordance with this Act, the provincial clinical and preventive services plan and the regional health authority's strategic and operational plan.

In carrying out its responsibilities under Section 23.3 (2) and any other function assigned to it by or under this Act, Southern Health-Santé Sud must accordingly:

- comply with its accountability agreement;
- participate in the preparation and updating of provincial clinical and preventive services plans;
- promote and protect the health of the population of its health region and develop and implement measures for the prevention of disease and injury in accordance with the provincial clinical and preventive services plan;
- implement its strategic and operational plan as approved by the minister;
- manage and allocate resources, including funding provided by the government for health services, in accordance with this Act and the authority's strategic and operational plan;
- ensure that health services are delivered in accordance with directions given by the minister;
- comply with, and ensure compliance with, prescribed standards and clinical standards as they relate to the health services for which the regional health authority is responsible;
- ensure that there is reasonable access to the health services for which the regional health authority is responsible;
- cooperate with others, including government departments and agencies: in the delivery of health services, and in the coordination of health services and facilities in the province;
- monitor and evaluate the delivery of health services by that regional health authority and by any health corporation or health care organization delivering health services on its behalf;
- monitor and evaluate compliance with the provincial clinical and preventive services plan, provincial objectives and priorities, prescribed standards and clinical standards by that regional health authority, and by any health corporation or health care organization delivering health services on its behalf;
- participate in the delivery of provincial administrative and support services by the provincial health authority;
- provide facilities for undergraduate and postgraduate study relating to health conditions and health services;
- train technical personnel to assist in the provision of health services;
- comply with any directions given by the minister.

Aligning to a Provincial **Clinical and Preventive Services Plan**

“ a simpler, more efficient
and more consistent health
system for Manitobans ”

Detailed planning to support the implementation of Manitoba's Clinical and Preventive Services Plan continued over the past couple of years, 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.



Access the **Manitoba's Clinical and Preventative Services Plan**

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



Rendering of Renal Dialysis Unit

Bethesda Regional Health Centre - \$32 million announcement in August, 2022 for: 15 additional acute care beds, six dialysis stations and upgrades to cancer services

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:

\$70 million

investment to expand and renovate the Brandon Regional Health Centre and Western Manitoba Cancer Centre, establishing Brandon as Manitoba's intermediate hub for western Manitoba

\$283 million

construction of a **new hospital in Portage la Prairie** that offers more inpatient beds, expanded medical and surgical capacity and a modern emergency department

\$31.6 million

to expand surgical services, renovate the emergency department and add up to 30 new inpatient beds at Selkirk Regional Health Centre

\$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

\$5 million

renovations at the Dauphin General Hospital that allow for more endoscopies and cancer treatments

\$127 million

construction of a new health centre in Neepawa that will include more acute care inpatient beds, an expanded emergency department and enhanced spaces for a number of programs as well as the addition of dialysis services

\$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

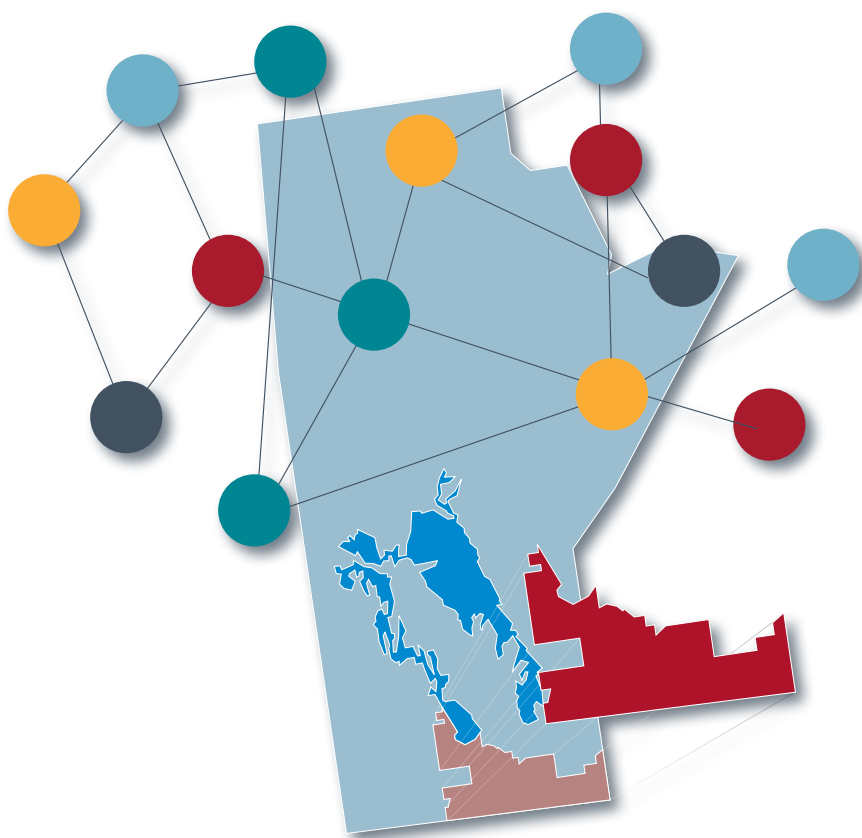
\$10.8 million

renovation and expansion of services at Lakeshore General Hospital in Ashern that will include an expanded emergency department with additional treatment space and a planned increase of up to 12 inpatient beds to meet the area's growing local health needs

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 years, 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.



Healthier **people.**
Healthier **communities.**
Thriving together.

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

uncompromising
INTEGRITY

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

healing
COMPASSION

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

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.

purposeful
INNOVATION

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



www.southernhealth.ca

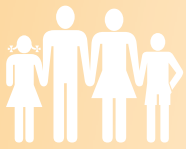
Strategic Priorities & Objectives

In solidarity with our communities, partners and government, Southern Health–Santé Sud’s Strategic Health Plan 2023-2028 aspires to advance four strategic priorities to reinforce our vision, mission and values.

Southern Health-Santé Sud Strategy Priority	Aligned to Manitoba Health’s Strategic Priority
<p>A Positive Experience</p> <ul style="list-style-type: none"> A focus on quality health services Improved health system performance 	<p>Positive health experience for Manitobans, with a focus on quality health services</p> <p>Improved health system capacity, performance and accountability</p>
<p>A Healthy, Empowered and Thriving Workforce</p>	<p>Empowered, adaptable and high performing workforce</p>
<p>Intentional Community Engagement</p>	<p>Positive health experience for Manitobans, with a focus on quality health services</p>
<p>Sustainable Health Services</p>	<p>Strengthen fiscal sustainability and value for money</p>

Southern Health-Santé Sud’s four strategic priorities reflect a direct linkage to Manitoba Health’s strategic planning priorities that support a shared responsibility for establishing an integrated provincial health system with a common vision and targets for service delivery and performance.

A Positive Experience



...through an unwavering commitment to people-centred care. Acknowledging the patient experience encompasses the key elements of both quality of care and interactions with the health care system, there are two interdependent components essential in the advancement of this priority.

1. A focus on quality health services

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

Rationale

The COVID-19 pandemic put enormous pressure on health care. As stated in the Chief Public Health Officer of Canada's Report on the State of Public Health in Canada 2021 (CPHOC 2021), during 2020, there was an estimated reduction in life expectancy of nearly five months nationally, attributed to COVID-19 deaths alone. Persisting health and social inequities resulted in disproportional impacts of COVID-19 on some populations such as racialized populations, Indigenous Peoples, populations that are low-income, and women, highlighting the need for a strengthened public health system centred on health equity working towards good health and wellness for all.

There are also indications that the breadth and depth of the pandemic challenges and its associated social and economic upheavals negatively impacted mental health, substance use patterns and well-being of many. As well, an increasing trend of people delaying to seek health care, resulting in more severe outcomes.

Objectives

- Improve health care accessibility and system responsiveness. Reduce wait times.
- Partner with Indigenous and French Language communities to develop accessible health service opportunities.
- Advance health equity. Dismantle systemic discrimination, racism and other barriers to access.
- Amplify focus on upstream work, health promotion, disease prevention and population health strategies that improve health outcomes with a focus on Public Health, Mental Health and Addictions.

Operational Strategies

- Active participation in transformation projects and clinical and preventative services planning.
- Implementation and planning of COVID-19 recovery strategies.
- Expansion of "What Matters to You?" people-centred care regional strategies.
- Continue to build and maintain collaborative partnerships with First Nation, Métis and Inuit communities.
- Proactive focus on French Language Services Active Offer mandate.
- Improve triage process across programs.
- Improve access to high priority services (eg, Rapid Access to Addiction Medicine).
- Develop and enhance a regional mechanism for collecting and understanding client experience.

A Positive Experience

2. Improved health system performance

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

Rationale

COVID-19 has tested our health systems, exerting unremitting pressure on the capacity and delivery of health services, and the high demand for personal protective equipment, medical devices, supplies and human resources. For instance, as a result of the prolonged high incidence, patients had to be transferred to other regions in Canada in response to overcrowded treatment settings, and many areas reduced or postponed elective medical procedures and surgeries.

Since the onset of the pandemic, additional priorities have emerged (CPHOC 2021). These include navigating and communicating within an infodemic, countering mis- and disinformation, crisis communication, working within a context of uncertainty, advanced understanding and use of data and analysis technologies, risk assessment and management, priority setting, and resource allocation. The pandemic highlighted the need to close the gap between knowledge generation, policy and practice.

Objectives

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

Operational Strategies

- Enhance patient flow throughout health system in partnership with province.
- Advancement of collaborative practice models of care within the interdisciplinary teams.
- Pursuit of holistic integrated primary care models to under-served areas and targeted populations.
- Integration of corporate, administrative and clinical processes in concert with the Health System Transformation.
- Effective and robust performance improvement efforts in concert with Manitoba Health – Performance and Oversight.



A Healthy, Empowered and Thriving Workforce

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

Rationale

The pandemic has placed unprecedented demands on Canada's health workforce... reports of burnout are increasing and resources are stretched thin. About 70% of health care workers who participated in a Statistics Canada crowdsourced survey during November to December 2020 reported perceptions of worsening mental health during the COVID-19 pandemic (CPHOC 2021).

The pandemic also emphasized the need for bolstering health human resources and to maintain, protect and support health care workers.

Objectives

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

Operational Strategies

- Build a resilient and sustainable workforce with a focus on innovative strategies.
- Strengthened succession planning and leadership skills development opportunities.
- Strengthened communication and collaboration across the various programs and clinical areas.
- Secure and enhance training programs closer to home.
- Explore, evaluate and implement innovative models of care and funding models to support rural primary care as well as rural hospital care.
- Amplified recruitment efforts in partnership with communities.
- Implement new, innovative and targeted recruitment initiatives for FLS designated bilingual positions.
- Increase Indigenous representation in the workforce through initiatives such as internships and development of designated positions.
- Intensified cultural safety education.



Intentional Community Engagement

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



Rationale

The scope and impact of the pandemic created an unprecedented need for collaboration across all levels of government and communities as well as across health and other allied sectors. Engaging communities throughout a pandemic response is particularly important to reach priority populations and to support equity-informed responses (CPHOC 2021).

The pandemic has exceedingly made visible the intricate interplay of the social determinants of health in influencing health outcomes and driving health inequities. Much of what makes us healthy lies outside of the health system. Community engagement is a core element of health system resilience. It is exceptionally important to bring together all sectors of society in coordinating mutually reinforcing action to address the determinants of health and ensure that everyone has the opportunity to achieve their best health and well-being.

Objectives

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

Operational Strategies

- Increased inclusive efforts towards community engagement..
- Purposeful engagement with affiliate organizations.
- Purposeful action in addressing the needs of structurally disadvantaged or racialized groups.
- Empowering staff in responding to the Truth and Reconciliation Commission Calls to Action.



Sustainable Health Services

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

Rationale

The pandemic put an unprecedented strain on available health resources (CPHOC 2021). Responding to such a large-scale and enduring health emergency is challenging since it requires a rapid and large-scale response to meet the increased health care demands.

Sufficient financing is essential for health systems to maintain and improve population health and well-being and to ensure that public health systems can be nimble enough to respond when needed.

As stated in Manitoba's Budget 2022, the pandemic highlighted gaps in health care and long-term care. It is important to remove barriers in getting medical care urgently needed, to address the staff shortages, to implement a renewed Seniors Care Strategy and to improve access to mental health and addiction services.

Objectives

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

Operational Strategies

- ◆ Implement Commissioning and Accountability Management (CAM) performance framework.
- ◆ Ongoing evaluation of programs and services for efficiencies and reallocation opportunities.
- ◆ Enhanced financial and budgeting educational opportunities.
- ◆ Develop and enhance budget strategies and tools, including electronic budgeting and reporting software.





SECTION 2

Environmental Scan



About Us

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

A thriving region and the most populated of the rural health regions in Manitoba, Southern Health-Santé Sud ranks as one of the fastest-growing and diverse areas in the province. In 2022, over 216 000 people living here traced their ancestries to one or more ethnic groups. Over the past decade, it has grown by 20%, a growth rate which is the highest in the province. Two factors have played major roles in this impressive population growth: the region's above average birth rate, and a strong immigration movement from overseas and elsewhere in Canada.

There are 4 cities, 6 towns and villages, 8 municipalities, 20 rural municipalities, 1 unorganized territory, over 60 Hutterite colonies, numerous Métis and Francophone communities, a large growing Mennonite population as well as many other cultures.



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.

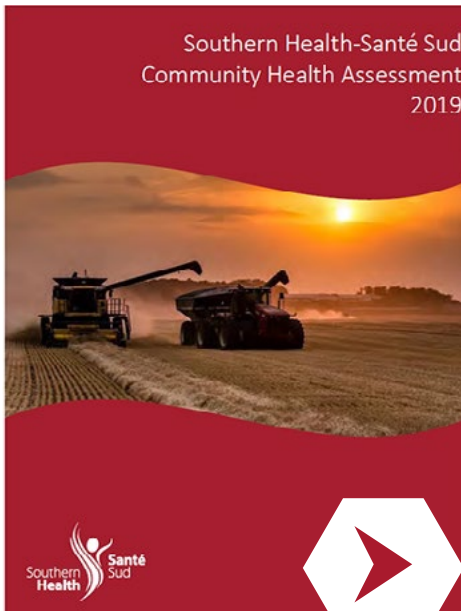
Provincially mandated as a designated bilingual regional health authority, Southern Health-Santé Sud respects the linguistic duality of Canada and undertakes to provide bilingual health care services to its francophone population.

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

Overview of Population Health & Health Status



Access the [2019 Community Health Assessment](#)

The 2019 Community Health Assessment provides an overview of the health status, determinants of health, and health system use of residents who live in Southern Health-Santé Sud. This data gives us an idea of how healthy our population is and what areas we need to focus on to improve health. The next few pages provide a summary of the major findings.

Growing population: As of 2022, Southern Health-Santé Sud has a population of 216,253 which is the largest among rural health regions. The population increased by 2% in the last year and 20% in the last 10 years; representing the largest percentage of growth in the province. The population is projected to grow to over 250,000 by 2030! The largest increases continue to be around bedroom communities surrounding Winnipeg, and cities of Morden, Winkler and Steinbach. The region has a diverse population with a rich cultural mosaic.



Social determinants of health: Social deprivation and socio-economic conditions are better compared to the province and have improved over time. Median household income is similar to Manitoba, and the region has the lowest unemployment rate in the province. However, 15% of households live in low income, 6% reporting food insecurity, and housing expenses was the highest among rural regions. Education levels are lower with almost 30% of population without high school certificate.

Variations and health inequities within the region:

There continues to be a wide income gap with a difference of over \$52,000 between the highest and lowest districts. This is a considerable difference since the median household income is around \$60,000.

The burden of disease varied within the region, with the Seven Regions district consistently experiencing some of the poorest outcomes and lowest incomes. Throughout the CHA report, it is clear that many indicators are strongly associated with income. The underlying causes of health inequities are largely social and economic in nature.

What we need to strive for



Equality



The assumption is that everyone benefits from the same supports. This is equal treatment.

Equity



Everyone gets the supports they need. (this is the concept of "affirmative action"), thus producing equity.

Justice



All 3 can see the game because the fence is coming down and the cause of inequity is being addressed. The systemic barrier has been removed.

Relatively healthy population: Life expectancy was among the highest in the province and mortality indicators remained stable over time. The region was also significantly better than the provincial averages on many health outcomes including diabetes, ischemic heart disease, arthritis, osteoporosis, total respiratory morbidity, childhood asthma, and potentially avoidable deaths.



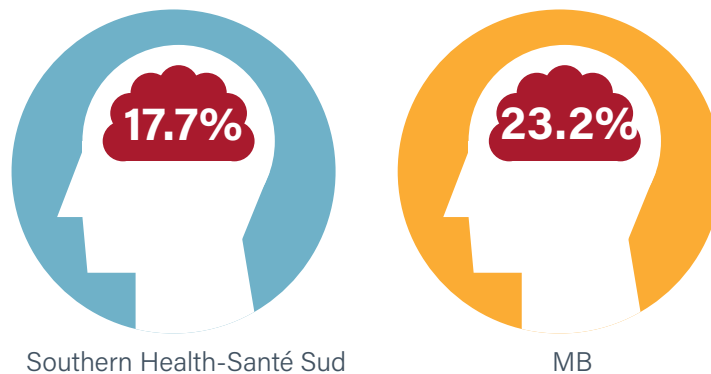
Another highlight is that lower limb amputations decreased significantly over time, while diabetes care and eye exams were higher than the provincial average – these are positive changes in the care of someone living with diabetes.

The region does well in a number of areas related to healthy child development – we are lower than the provincial average for teen pregnancy rates, preterm births, births that are small for gestational age, and pediatric dental extractions. In-hospital breastfeeding initiation is the highest in the province.

Chronic Diseases increases: As the population grows and ages, more people are living with chronic diseases. Rates have increased significantly over time for diabetes, total respiratory morbidity, and childhood asthma. Heart attack rates are higher than the provincial average but improving over time. A major finding was around end-stage kidney disease, which is projected to be the highest increase in the province for renal therapies by 2024.

Mental illness is also an important area to monitor. However the region is lower than the provincial average in mood and anxiety disorders, suicide rates, substance abuse and intentional injury hospitalization these findings may indicate a lack of available resources within communities.

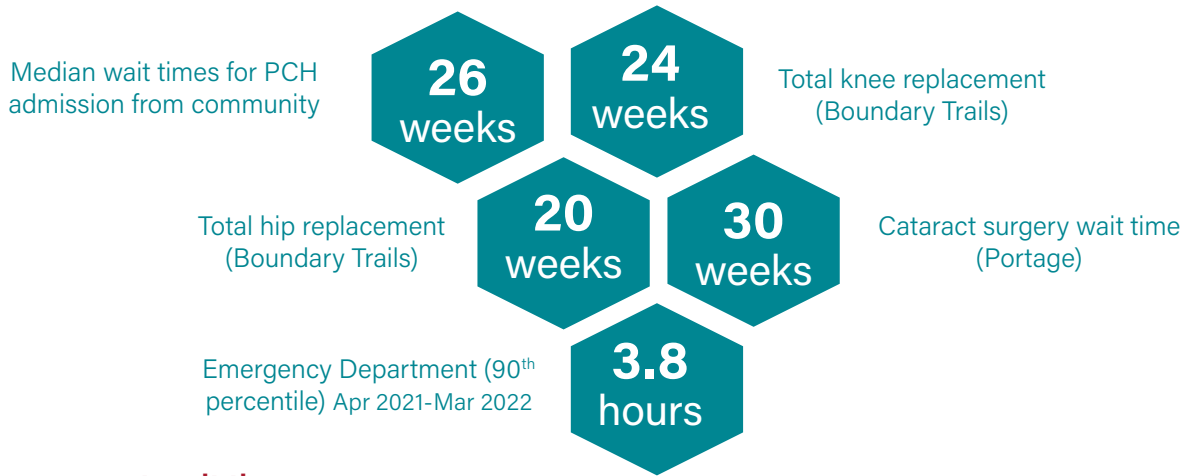
Proportion of residents with a mood and anxiety disorder



Use of preventative services lower: The region has low immunization rates for influenza for older adults and the lowest percentage in the province for older adults with pneumonia immunization. We also have the lowest average in the province of completed childhood vaccinations for several vaccines (diphtheria, tetanus, pertussis and HPV). Cancer screening is also lower than the provincial average for colorectal, breast and cervical. Sexually transmitted infections are a growing concern provincially, especially regarding syphilis rates. Although the case numbers are relatively low, the region has seen a six-fold increase over time.

Wait time concerns: 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. Emergency department wait times show that the region, overall, is doing better than the provincial average however there is variation among the regional centres. The region also has significantly higher wait times to personal care homes.

For example:

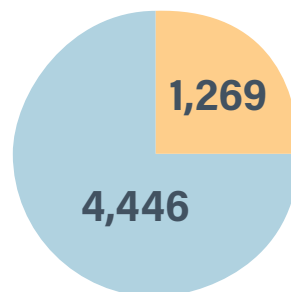


Access **current wait times**

Workforce challenges: At the very heart of the organization are the people who work to provide health care services. This includes over 5,700 employees for Southern Health-Santé Sud and affiliates!

However, there are some concerning trends as we are continuing to see a decline in designated positions filled by bilingual incumbents. As of August, 2022, our overall regional vacancy rate increased to 20% - nursing vacancies were even higher at 29%.

Workforce Demographics



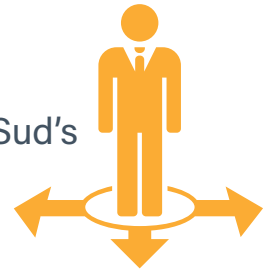
Southern Health-Santé Sud Employees (includes full-time, part-time & casual positions)

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

September 2022

Engagement with Stakeholders and Staff

Engagement was an important component of Southern Health–Santé Sud’s Strategic Health Planning process, ensuring that the diverse voices of our community were embodied into the plan. Key Informants, stakeholder groups and Regional Leadership Team were engaged in interviews or by survey during the Fall of 2021. Interview and survey questions focused on identifying strengths, challenges/risks and opportunities/critical success factors within Southern Health-Santé Sud. The results from these interviews and surveys set the stage for the Board’s and Senior Leadership Team’s development of the new Vision, Mission and Core Values.



Engagement with External Stakeholders



Fiscally Responsible

- Value for money

Our People

- Generous and welcoming
- Exceptional leadership
- Creative and innovative people

Engagement

- Accessible and approachable leadership
- Advocating for needs of population
- Goals and priorities are aligned with people we serve
- Open collaboration on projects
- Intentional relationship/ partnerships
- Willingness to engage
- Eager, respectful and open to working with Foundations
- Strong partnership with affiliate sites – “treats us as their own”
- Providing services on reserves



OPPORTUNITIES

Advocacy

- ◆ Shift to more upstream thinking about medicine (preventative medicine)
- ◆ Convince government to make newcomers health profession transition easier

Technology

- ◆ Virtual access for programs to reach dispersed populations
- ◆ Virtual health care (should continue)
- ◆ Better phone system

Being Leaders

- ◆ Look at committee structures/leadership
- ◆ Formalizing and standardizing FLS relationships with new structure of Shared Health
- ◆ Capitalize on what is possible now
- ◆ Capitalize on regional expertise



CHALLENGES/RISKS

Politics

- ◆ Political interference
- ◆ Jurisdictional challenges on reserve (hiding behind policy)
- ◆ Conflict between community values over health issues & public health guidelines
- ◆ We work too slowly on projects (red tape)

Human Resources

- ◆ Employee burnout
- ◆ Systemic racism issues exist
- ◆ Too few resources to connect with (people wearing many hats)
- ◆ COVID-19 recovery will take years
- ◆ Staff retention (shortage of staff & exhausting leadership)

Rural Barriers

- ◆ Care closer to home – too much driving to Winnipeg
- ◆ Lack of PCH beds
- ◆ Lack of specialties at sites

Organizational Structure

- ◆ Unclear roles between SDO/Shared Health/Affiliates
- ◆ The new organization structure presents challenges for programs to work together
- ◆ How we are structured is a barrier for relationships – lack of expanded contacts in various parts of region
- ◆ Becoming more siloed with large portfolios

Engagement with Regional Leadership Team

The online survey with our Regional Leadership Team had a 60% response rate. The survey questions focused on identifying strengths, challenges/weaknesses and critical success factors within Southern Health-Santé Sud. The summary below includes key themes that emerged.

Identified Strengths

- Patient-centredness and delivery of excellent patient care
- Working in partnership with communities, stakeholders
- Balancing budget/fiscal responsibility
- Collaborative approach with our teams and provincial partners
- Our “Can-Do” attitude

Identified Challenges/Weaknesses

- Working in siloes with our new organization structure
- Worry about eroding culture
- Lack of role clarity within the provincial system
- Automation of information (too much is paper-based)
- Being too lean- staff burnout
- Adequate human resources – recruitment and retention (attention on Indigenous and FLS)
- Communication with staff at all levels
- Changes within federal/provincial government
- Resources not keeping pace with growing and aging populations
- Managing community expectations
- Keeping pace with changing technological advances

Critical Success Factors

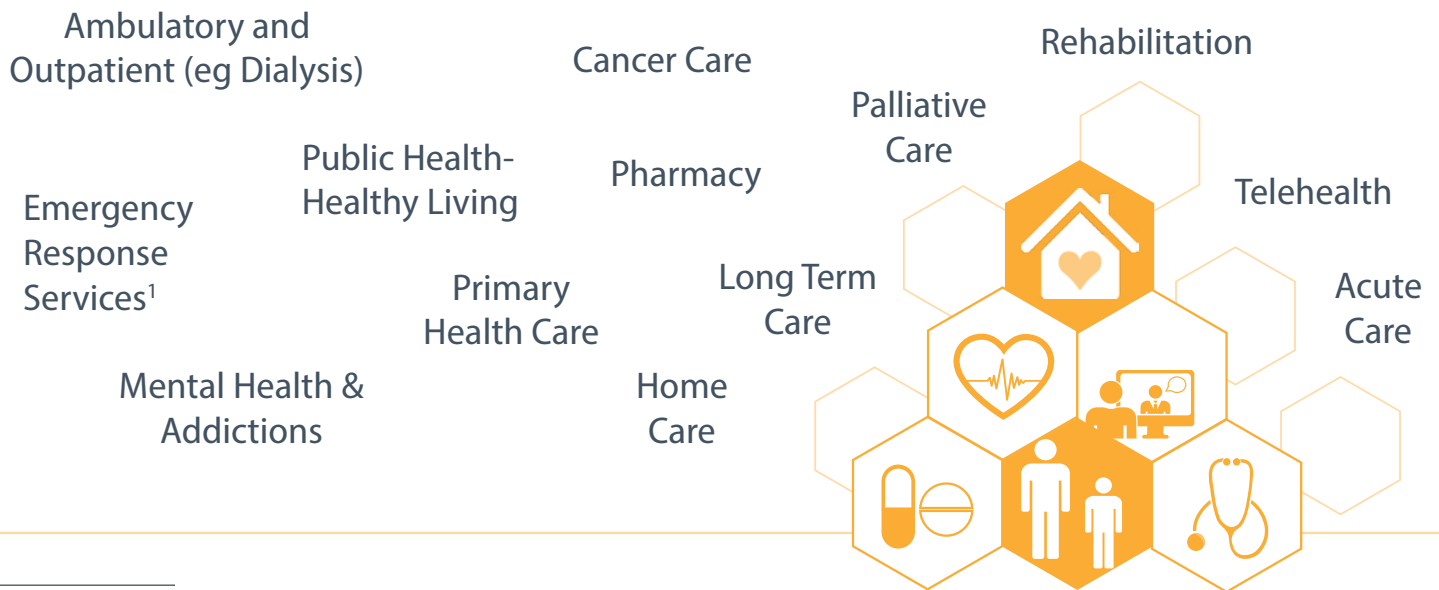
- Investment in technology
- Staff education and empowerment
- Focusing on people-centred care and voice of customer
- Access to care that is standardized across region
- Recruiting and retaining skilled and knowledgeable staff
- Engagement- community & patients



Services and Service Delivery Model

Depending on their needs over time, people interact with health services either simultaneously or in sequence across the continuum of care.

In concert with Shared Health, in alignment with the continued development of Manitoba's Health System Transformation and engaging in a collaborative process with health care providers, Southern Health-Santé Sud supports a person's health care needs through life's transitions with the delivery of a comprehensive network of **core services**:



¹ Emergency Response Services are provided in partnership with Shared Health

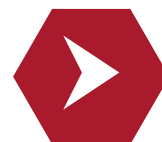
In addition, various supports enable the delivery of these services including Indigenous Health, French Language Services, Human Resources, Infection Prevention Control, Quality, Patient Safety and Risk, Finance, Decision Support and Planning, Communications, Health Information Services, Nutrition, Maintenance,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

In addition, as the health system is streamlined, operational responsibilities have evolved with some functions now shifting to Shared Health, while Manitoba Health focuses mainly on providing provincial oversight and accountability. This shifting of functions will continue over the coming years as we move forward.

Shared Health	Manitoba Health
<ul style="list-style-type: none"> ● Diagnostic and Laboratory Services (eg blood and biopsy testing, x-ray, ultrasound, mammography, MRI, CT Scan) ● Digital Health (Information and Communications Technology) ● Emergency Response Services (air and ground ambulance) ● Human Resources Shared Services (transactional functions) ● Materials Management ● Medical Assistance in Dying 	<ul style="list-style-type: none"> ● Chief Public Health Officer Reports ● Health System Governance and Accountability Act /Accountability Agreements ● Minister Mandate Letters ● Oversight of Strategic Planning, Annual Operational Planning and Annual Reporting ● Provincial Information and Management Analytics ● Transformation Management Office

Accountability Agreements

As part of the new legislation, each service delivery organization (SDO) enters into an accountability agreement with Manitoba Health. This agreement outlines the roles, responsibilities and expectations for Manitoba Health and Southern Health-Santé Sud. The first agreement has come into effect April 1, 2022 and will be updated as needed.



Southern Health-Santé Sud Agreement

The agreement also allows the region to enter into service purchase agreements with partners to deliver health services in a manner consistent with the agreement. Southern Health-Santé Sud has the following affiliate partners, all of which are not-for-profit.

Affiliate Partners

Acute Care

- Rock Lake Health District Hospital
- Eden Mental Health Centre

Personal Care Homes

- Rock Lake Personal Care Home
- Menno Home for the Aged
- Tabor Home Inc.
- Heritage Life Personal Care Home
- Prairie View Lodge
- Villa Youville
- Rest Haven Care Home
- Salem Home Inc.

SECTION 3

Operational Plan



Organizational Structure

| as of October 2022



2 & 3 Services are provided in partnership with Shared Health



Workforce Plan



The lasting effects of the COVID-19 pandemic will continue to shape health care workforce recruitment, retention and management for years to come. Adaptable strategies will be essential to promote resilience among staff and foster a **healthy, empowered and thriving workforce** culture in Southern Health-Santé Sud.

The goal of health workforce planning is to ensure alignment between health care needs and the capacity of the health workforce to meet those needs. Effective workforce planning must reflect on imbalances in resources and staffing within the system to develop proactive strategies that can adapt to shifting demands. Workforce planning in Southern Health-Santé Sud will have a strong emphasis on staff recruitment, leadership development, staff education of human resource policies and processes, and pandemic recovery efforts.

Though we cannot predict the future and the influences ahead, we know that having a clear aim will provide the foundation required to address the challenges to successfully meet our goals. Southern Health-Santé Sud has created successful strategies in the past to address the ongoing workforce challenges. Although it is important to continue implementing these, it is crucial new strategies are created to evolve with the ever-changing health care setting.

Recruitment and retention are the most important goals moving forward with Southern Health-Santé Sud, seeing increasing vacancy rates the last numbers of years driven by the challenging times of the COVID-19 pandemic, the aging workforce (resulting in more workers retiring) and the ability to recruit staff to smaller rural communities. While we have seen high rates of vacancies specifically in nursing positions, our focus is to address recruitment and retention across all sectors. Workforce strategies will also be focused on the recruitment of bilingual designated staff.

Addressing recruitment and retention in Southern Health-Santé Sud will be met through multiple different avenues:

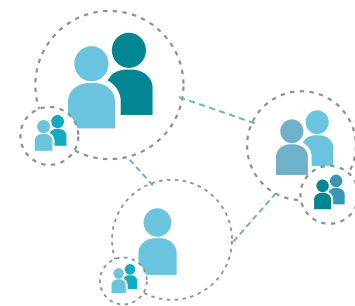
- ◆ continued participation in virtual and in-person career fairs
- ◆ using social media platforms to promote current employee opportunities
- ◆ continuing to work closely with post-secondary nursing program and student placement managers.

Leadership development within the organization has also been identified as an important priority. Leadership initiatives focus on identifying and supporting future leaders within Southern Health-Santé Sud, while fostering an environment where all feel empowered and supported. Programs such as the Leadership Initiative Working Group, the Red River Health Services Leadership and Management Program and Leadership 1,2,3 will continue to shape and create future leaders in our organization.

The health care workers are the cornerstone of the health system. Our strength is the diversity of our employees, with more than 5,700 health care and non-clinical professionals – in communication, finance, human resources, support services, skilled trades and more.

At the very heart of the organization are the people who provide health care services!





Communications Plan

Integrity, Excellence, Respect, Compassion and Innovation serve as the basis for all our decisions and actions. These values set the culture and tone that Southern Health-Santé Sud strives to uphold. Through meaningful communication strategies we can successfully integrate our values in a way that fosters understanding and connection.

As we continue our commitment to people-centred care and look for safe and meaningful ways to reconnect, it is our core values and the principles that define them that will ultimately lead the way.

Communicating and engaging with uncompromising integrity means:

- being transparent when sharing information, behaving with honesty, openness and truth and providing balanced, clear, consistent and objective information
- responding to internal and external communications to enquiries in a timely manner, including media enquiries
- being intentional and valuing diversity in engagement activities

Communicating and engaging with the pursuit of excellence means:

- aligning communications and strategic directions with provincial developments regarding transformation of health care in Manitoba
- sharing the responsibility of 'communications' and community engagement; this requires the support, cooperation and interaction of various staff throughout the organization, involving staff at all levels who must carry out the requirements of this Plan in all aspects of their work. Sites, programs and services must integrate communications and community engagement into processes and procedures
- recognizing that 'communications is indeed a spectrum of public participation which encourage use of best practices in inform, consult, involve, collaborate and empower
- ensuring communications activities are meaningful
- recognizing the importance of learning from best practice



Communicating and engaging with respect for all means:

- understanding and embracing diversity, inclusivity and equity, i.e. providing access to information and education using different communication strategies to target different groups
- encouraging two-way communication and feedback
- responding to our legislative responsibility to support the delivery of bilingual health care services according to the Province's French Language Services Policy/The Health System Governance and Accountability Act

Communicating and engaging with healing compassion means:

- using 'communication tools' to enhance human relationships
- observing principles of plain language and accessibility in communication, acknowledging that 'health' is a complex and vast sector where health terminology is an important part of sharing information
- listening to people without judgment or defensiveness

Communicating and engaging with purposeful innovation means:

- exploring new and meaningful ways to engage with staff and stakeholders
- utilizing new technologies and social media platforms to increase awareness of Southern Health-Santé Sud sites, programs and services
- providing a diverse range of communication methods and measuring their effectiveness
- continuously strive for improvement to ensure we are meeting the needs of our audience
- utilize provincial and partner SDO assets and resources to create efficiencies and enhance information sharing capacity
- effectively promote innovation within the organization



Digital Health Investments for the Future

The COVID-19 pandemic showcased the importance of Digital Health technology in responding to the unprecedented demands on the health care system. It became a critical enabler, connecting people and information across the system, supporting decision-making and reinforcing virtual care capabilities. Digital Health has become indispensable, yet challenges remain.

Shared Health's capital plan for Digital Health investments is built around three key investment portfolios:

- ◆ **Safety and Sustainment:** These initiatives are related to “keeping the lights on” by managing existing clinical and business systems, infrastructure, and end user devices. It includes replacing at-risk assets, patching and upgrading of clinical and administrative systems to keep current and reduce risk of outages, decommissioning and replacing systems approaching end of life, and consolidating at-risk assets to improve cost efficiencies. The strategy for this stream is to prioritize high-risk assets each year utilizing a consistent, predictable level of capital.
- ◆ **Provincial Enterprise Resource Planning (ERP) and Business Solutions:** This includes the planning, design, procurement, implementation, and extension of systems and related services supporting enterprise resource planning. The primary focus will be on payroll, human resources, asset management, and supply chain management. Our goal is to scale and extend SAP and related systems across the province to support Shared Health, SDOs, and other organizations utilizing Digital Health Services in the health system.

- ◆ **Provincial Clinical Solutions:** This includes the planning, design, procurement, implementation, and extension of systems and related services to clinical systems across acute care, community care, long-term care, mental health & addictions, public health, and diagnostics. The primary focus of this program is to scale and extend a provincial electronic patient and health record solution set that supports a full set of clinical service requirements of SDOs across the province. Core systems include the electronic patient record, care coordination and management, diagnostic systems, and ancillary systems, to name but a few. This strategy treats clinical applications as a single set of applications to support all the required functionality for the provincial clinical strategy, to ensure standardization and scalability of solutions in meeting the clinical needs across the province.

Work has already been done to align investment priorities to the sustainment of current services and solutions, Provincial Clinical and Preventive Services Plan and direction from Manitoba Health. The next stage is to consult with SDOs to refine the investment portfolios, priorities, along with high-level scope and sequencing over the five-year plan.

Digital Health is developing an engagement plan with SDOs through the Provincial ICT Advisory Committee, to share current work and gather input through a set of workshops and reviews. The goal is to finalize a provincial plan for Manitoba.

Southern Health-Santé looks forward to the opportunity of working together to shape the future capital investment priorities for Digital Health -- a key enabler to a sustainable and effective health system.

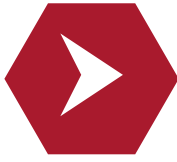


Health Care Infrastructure and Management

Health care infrastructure has played a key role in the delivery of health services for many generations. The world is changing and as it does our health care requirements also evolve. Technological advancements and illness trends all have an impact on where health care is headed. With significant shifts in health care delivery impacting infrastructure suitability and ability to deliver, the kind of infrastructure that exists and how well it works will make a difference in the future.

The pandemic surely highlighted the significant pressure on health care facilities, particularly within acute (e.g. hospital) and long term care (e.g. personal care home) settings. These facility shortfalls, such as shared patient spaces, lack of airborne control, ability to control people movement, really became amplified. Facilities in both urban and rural/remote settings will require redevelopment to meet current clinical setting standards and requirements in order to keep up with advancements in health care technology and service delivery methods.

While there have been many positive medical advancements over the years, there is also an associated need to continuously refresh the technology-based diagnostic imaging, diagnostic testing, health care medical technology (including clinical engineering equipment and systems) to maintain current levels. Ensuring that we are up to date with current diagnostics and patient monitoring improvements is critically important to supporting patient safety, ensuring better patient outcomes and having adequate patient/staffing ratios. It is equally important that we implement new diagnostic, testing and treatment modalities in the coming years.



Access to **CPSP Capital Projects**

Through the Capital Program Development Oversight Committee, each service delivery organization (SDO) identifies their capital needs and provides objective scoring to ascertain the most critical priorities for the province. Shared Health is leading and coordinating a Provincial Capital Plan that is reflective of the needs of SDOs to ensure continuity of care, and equity of investments across the province.



SECTIONS

4 Financial Plan

5 Performance Management

6 Risk Management



Financial Plan




With the Board of Directors setting the tone and direction, and in alignment with their mandate letter from the Minister of Health, sustainability has been a priority in Southern Health-Santé Sud since its inception in 2012. With the diligent leadership of the CEO and Senior Leadership Team, a skilled Regional Finance Team and the buy-in of managers, Southern Health-Santé Sud has had a balanced financial position every year. However, this has not come without challenges. With the fastest growing population in Manitoba there is a growing demand for health care services, while dealing with increasing vacancies in staffing and with deteriorating infrastructure. There has also been significant support from Manitoba Health and through the Province of Manitoba, particularly for incremental expenses and lost revenue related to dealing with the COVID-19 pandemic.

A key to balancing budgets in past fiscal years has been stability in compensation (salary & benefit) costs as this makes up approximately 80% of Southern Health-Santé Sud expenses. With most collective agreement and related salary scales being frozen at 2016 rates until the MNU settlement of 2021 and the Support Staff settlement of 2022 there has been stability in this cost driver but that era is now completed. A key aspect to continued financial stability for Southern Health-Santé Sud is Manitoba Health fully funding these wage settlements and the settlements yet to come. Both agreements that have been settled to date expire March 31, 2024 and there is a great unknown beyond that.

Another significant cost driver for Southern Health-Santé Sud is inflationary cost increases beyond the baseline funding provided by Manitoba Health. Southern Health-Santé Sud has seen significant cost increases in the areas of utilities, insurance, transportation, food and other supply costs due to supply chain challenges throughout the world. Southern Health-Santé Sud cannot absorb cost increases like these without increased funding or decreased services.



Visit www.southernhealth.ca for the audited financial statements



Beyond compensation and inflationary cost pressures, Southern Health-Santé Sud is facing significant service volume pressures, due largely to the aging population and general population increases that are the highest in the province. Many of these service and cost pressures have been addressed in the Provincial Clinical and Preventative Services Plan (PCPSP) which requires significant infrastructure investment at all three regional health centres. This investment is summarized as a new hospital in Portage la Prairie, and significant additions to Boundary Trails Health Centre and Bethesda Regional Health Centres. This capital investment then requires significant capital operating investment beginning in the 2023/24 fiscal year and continuing to increase through the 2025/26 fiscal year before it stabilizes.

The increased services and staffing associated with the CPSP, Stevenson and other initiatives are welcomed by Southern Health-Santé Sud but significant staff recruitment and retention challenges are anticipated. Southern Health-Santé Sud encourages provincial policy makers to insure sufficient staff education opportunities are provided, particularly in nursing, medical and other client care fields. Along with this Southern Health-Santé Sud will continue to advocate for appreciation of health care workers and fair compensation particularly in support staff areas where potential employees can often find more enticing entry level positions in industry that don't have the shift work, and personal care challenges associated with health care.

Finally Southern Health-Santé Sud anticipates the need to direct further health care resources to under served populations with poorer health status as a population, including Indigenous communities in our region.

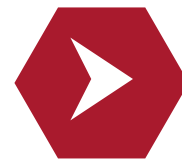
In summary, fiscal sustainability has been a key part of the culture of Southern Health-Santé Sud in the past and this will continue going forward as the organization continues to find innovative ways to manage expenditures and generate revenue within the core values of the organization. However, with growing population and increased care needs along with investments required in the areas related to the CPSP, Stevenson, human resources and general inflation, significant operating funding increases will be required from Manitoba Health.

Performance Management



To remain financially viable, health systems need to be rebalanced, so they are tuned to reflect current and future need rather than the legacy of historic institutional decisions. Health systems then need to remain in balance as needs change. This means shifting patterns of expenditure to where it can maximize value for money and health outcomes for citizens. It also means leaders taking an even greater responsibility to develop and achieve bolder plans for system and service improvement, and to drive operational improvement and efficiency to live within hard financial envelopes.

The performance dashboard is a tool Manitobans can use to access trends about the health system's performance and to better understand how our organization is moving towards results. As health care transformation advances, the plan will evolve, and performance measurements will be added or revised to reflect how the system works together to meet the needs of our clients.



Access the **Provincial Dashboard**

Since 2019, the way we measure performance looks different with an emphasis on comparability of results with other service delivery organizations in a consistent approach.

Bilateral Meetings

A new approach to performance improvement has been launched through focused bilateral meetings every two months between service delivery organizations (SDO) leaders and Manitoba Health leaders. This approach allows for dedicated time to look at the unique challenges of each organization and to recognize those themes common throughout the province. It allows our organization and Manitoba Health to **work together** on making progress on priority issues and to focus attention on the issues that matter most to Manitobans and to Government. We discuss where immediate improvement are needed on the access to health care services, patient flow, safety, workforce issues, as well as to ensure our organization is on track to achieve budgets. Discussions will continue to occur in upcoming years with a vision to create one strategically aligned system where individual SDOs have the full degree of autonomy to take action to improve care and wellness in their jurisdictions.

As this process evolves, it will align closely to the new Commissioning and Accountability agreements that are now in place.

Risk Management



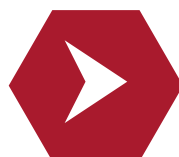
Southern Health-Santé Sud utilizes risk management to identify and manage risks, as well as to mitigate or prevent risk events and their associated impacts on the health system. Formal identification and prioritization of risk informs continuous quality improvement and strategic planning. This is an important and continuous process.

Southern Health-Santé Sud has adopted the Provincial Risk Management Policy as the primary governance document in performing sound risk management practices, aligning itself with the other service delivery organizations (SDO) in the province. This is a robust process which uses the Provincial Risk Grid template as the risk repository instrument designed to assess and report risks across the province.

RISK is defined as the uncertainty that surrounds future events and outcomes that may represent a threat or opportunity to the achievement of the organization's objectives.

In compliance with the policy, Southern Health-Santé Sud assesses corporate risks and revisits the risk repository with the Board of Directors on a yearly basis. All reviews are completed utilizing the Provincial Risk Management Framework. All High or Critical risks are required to have an Action Plan for the year to reduce the risk exposure.

The Quality, Performance and Planning team has the responsibility for leading the risk process for the organization. Each year, the team engages with leadership throughout the organization to update the risk assessment. It is then reviewed by our Executive members and approved by the Board of Directors. We submit the risk grid as part of our Annual Operational Plan. It is also submitted to Shared Health for its consolidation into a provincial summary.



Risks are updated in our **Annual Report**

Contact Info

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

3 30 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 204-723-0563 | 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