

Thriving Together

Annual Report 2023-24



Thriving Together

A Sacred Moment

Thriving Together is our North Star.

Steering our future. Leading us forward to a vision for Healthier People,
Healthier Communities.

At Southern Health-Santé Sud we are unceasingly transforming, growing and connecting to this noble and powerful purpose. Exploring and applying our strengths in relationship with others and for the benefit of others. This is us.

It is an on-going story of our deep and caring commitment to support and sustain flourishing communities, where all people are able to experience a sense of well-being and live in a healthy environment.

It's about finding ways of lifting up the strengths and capacities of people. Imagining what's possible, cultivating opportunities for people to engage productively. Giving them the ability to persevere and fare well in the face of adversity. It's about nurturing and understanding one another. Looking for why things can happen rather than why they can't.

Thriving is about “we.” We seek out the wisdom of everyone to drive meaningful change and innovation. Threading our ideas together, strengthening our partnerships with our leaders, our staff, our communities, our volunteers, our patients, clients and residents, our colleagues, our stakeholders to accelerate progress in achieving health equity and collective well-being.

Together, in our rich diversity, we can all be more and achieve more.

Letter of Transmittal & Accountability

September 30, 2024

Honourable Uzoma Asagwara
Minister of Health, Seniors and Long-term Care

Dear Minister:

We have the honour to present the annual report for Southern Health-Santé Sud, for the fiscal year ended March 31, 2024.

This annual report was prepared under the Board's direction, in accordance with The Health System Governance and Accountability Act and directions provided by the Minister. All material including economic and fiscal implications known as of September 30, 2024 have been considered in preparing this annual report. The Board has approved this report.

Respectfully Submitted on Behalf of



Adam Monteith
Board Chair
Southern Health-Santé Sud



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27 025

square kilometers

226 113

residents

21 %

10-year growth

7

First Nation communities

4

cities

28

municipalities

60+

hutterite colonies



About the Region

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



A thriving region and the most populated of the rural health regions in Manitoba, Southern Health-Santé Sud ranks as one of the fastest-growing and diverse areas in the province. Today, 226 113 people live here having grown by nearly 21% over the past decade, a growth rate which is the highest in the province. By 2030, the population is projected to grow to 255 000. The changing needs of our community places considerable demand on the health system in our region.

Southern Health-Santé Sud acknowledges that the land on which it gathers is Treaty 1 and Treaty 3 territory, and the homeland of the Métis Nation. We respect the treaties that were made on these territories and acknowledge the harms and mistakes; and we dedicate ourselves to move forward collaboratively in partnership with First Nations, Métis and Inuit peoples in the spirit of reconciliation.

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

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



11 %

Speak French well enough to conduct a conversation

13 %

Identify as Indigenous

14 %

Have immigrant status

9 %

Speak German most often at home

4 %

Identify as visible minority

Among the Healthiest Populations

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

Variations & Health Inequities Within the Region

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

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

Chronic Diseases Increasing

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

Lower Use of Preventative Services

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





Message from the Board Chair

On behalf of the Board of Directors, it is my privilege and pleasure to share our annual report showcasing Southern Health-Santé Sud's achievements in FY2023-24. This year has been nothing short of consequential on many fronts.

In the wake of complex global events in the past few years it is all the more important for us to usher in a vision that will impact on the well-being of generations to come... Healthier people. Healthier communities. Thriving together. It calls for a new sense of empowerment and coexistence, asserting an enduring commitment to equity, inclusion, belonging and opportunity.

We will not attain this vision on our own, but in collaboration with all our partners within and throughout our diverse region: seven First Nations Communities, Francophone residents, Métis, Mennonite and Hutterite communities as well as a growing number of immigrants from all over the world. Our partners also include 23 districts and health foundations. They play an important and active role in our progress. We are undeniably privileged to enjoy good and strong relationships with all of them and are committed to being present and to continue advancing productive and meaningful dialogue.

The addition of Purposeful Innovation to our core values in Strategic Plan 23-28 is also a commitment to lead with innovation tailored to today's realities, reflecting an open mindset—that what we do today will make tomorrow better. It is real purposeful work, a powerful tool in setting the stage for our vision where everyone has an important part to play.

As Southern Health-Santé Sud Board members attend meetings of different groups across the region and hear from stakeholders, we are grateful to all for sharing their viewpoints and feedback. By seeing from multiple perspectives, the insights we gain become an important part of the context for substantive board discussions. For example, we were gifted the opportunity of learning about “two eyed seeing”—an approach that respectfully embraces the strengths of both Indigenous and Western knowledges and ways of knowing while co-creating solutions to address our collective challenges.

We also moved our innovation agenda forward this past year with a number of cornerstone projects making steady progress. In particular we were delighted to have a new renal dialysis unit up and running at Bethesda Regional Health Centre. As elaborated in this annual report, the dialysis unit is part of a significant capital investment in building, expanding and renovating health-care facilities in our region. Designed to deliver world-class care and services locally these landmark projects will go a long way in meeting the needs of our growing population well into the future, enhancing access to primary care, prevention, support for chronic conditions, mental health and addictions, rehabilitation and improved home care.





In the midst of escalating challenges in the world around us, FY2023-24 Southern Health-Santé Sud has once again seen another year of solid results with a balanced budget. The Board is confident that our organization continues to stand in good stead with the consistency of its performance and proven track record. Beyond and behind this success are thousands of people in our organization who personify the core values that enable Southern Health-Santé Sud to excel. Through the highs and lows of the past several years, the Board has been inspired by how staff continually show up for our clients, our communities and for each other. We offer our sincerest appreciation for their efforts that underpin our successful performance.

On behalf of the Board, I would like to acknowledge our CEO Jane Curtis and her leadership team for their commitment to our vision and mission and their determination and tireless efforts in making things happen. We are proud to have Accreditation Canada acknowledge that Southern Health-Santé Sud's leadership is strong.

To my fellow Board members thank you for guiding this organization with care and perseverance. It has been deeply fulfilling to work with a wonderfully diverse Board in terms of both experience and backgrounds and whose perspectives have contributed to progressive decision-making supported through continuous learning and development.

Photo by Lisa Marie Bergen, South of Winkler



Healthcare is part of a much bigger story. The experience of the past few years has underscored the importance of having a shared purpose, of leveraging our collective resources and aligning our efforts to overcome the challenges. As we contemplate an inclusive future where we are thriving together, we will need to draw on the strength and ingenuity of our communities, partners and staff—everyone!

Thriving together.

For us all, it is our shared call to action.

Adam Monteith
Board Chair
Southern Health-Santé Sud






Board of Directors 2023-24

Adam Monteith, Chair



Edward Grenier,
Vice Chair

Talbot Bergsma

Arlene Cole



Shelley Irvine Day

Cynthia Patrick
Rempel

Peter Veldhuis



Larry Driedger

Dale Gislason

Liz Merrick

Committee Membership

Audit Committee

Dale Gislason (Chair)
Committee of the Whole

Policy Review Committee

Shelley Irvine Day (Chair)
Adam Monteith
Peter Veldhuis
Dale Gislason
Arlene Cole

Community Engagement Committee

Larry Driedger (Chair)
Edward Grenier
Cynthia Patrick Rempel
Liz Merrick
Talbot Bergsma

Regional Medical Advisory Committee

Peter Veldhuis

Finance Committee

Peter Veldhuis (Chair)
Committee of the Whole

Quality & Patient Safety Committee

Cynthia Patrick Rempel
(Chair)
Committee of the Whole



Board Governance

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

In 2023-2024, the Board convened 11 times. Agendas are structured to help meet the Accreditation Canada's Governance Standards and to fulfill the functions of oversight, insight and foresight.

Assurance of legislative compliance and monitoring of plans

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

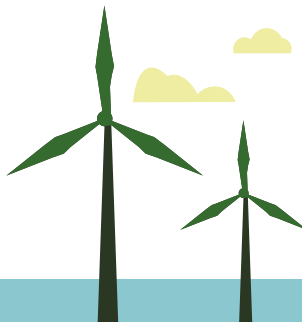
- Governance/Provincial Performance dashboards (monthly)
- Compliance with Executive Limitation policies to monitor risks
- Board policies are monitored for compliance and relevance (monthly)
- Financial reports are reviewed by the Finance Committee of the Whole (monthly)
- Annual Operating Plan/Strategic Plan are reviewed (annually)

Significant approvals and submissions

- Governance Quality Improvement Plan
- Updated the CEO Appraisal Process
- Reviewed and updated 14 Board policies
- 2024/2025 Annual Operational Plan
- 2022/2023 Audited Financial Report by MNP
- 2023/2024 Budget
- 2023 Organizational Risk Report
- 2022/2023 Annual Report

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

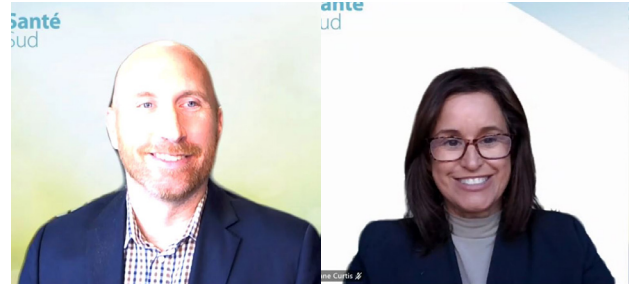
- Conducted a mock interview and monthly insightful discussions related to Accreditation Canada Governance Standards
- In May 2023, the Board of Directors welcomed Accreditation Canada for a region-wide site survey. Surveyors met with the Board of Directors to assess the Governance standards and for a debrief session about the weeks' events.
- Capital projects and clinical planning activity updates
- Started using Diligent Boards to help organize meeting packages and minutes
- Monthly reviews of Patient Safety Learning Advisories
- Toured Boundary Trails Health Centre and Bethesda Regional Health Centre regarding the capital expansion including the new dialysis unit
- Endorsed a name change for the new Portage hospital to Portage Regional Health Centre
- Education regarding Two-Eyed Seeing Approach
- Met with Healthcare Insurance Reciprocal of Canada (HIROC) to review insurance and risk assessment plan for the region





Major Consultations with the Public and other Stakeholders:

- Hosted partners from Manitoba Health to discuss Annual Operational Plan guidance.
- Representatives participated in Open House sessions Boundary Trails Health Centre and the Association of Manitoba Municipalities Convention.
- Participated in Provincial Population Health Forum with CEO’s/Board members and additional stakeholders
- Annual Public Meeting took place in October on Microsoft Teams. The Board Chair hosted and chaired the meeting.
- As part of their engagement plan, board members volunteer to participate and represent the Board of Directors at 14 identified stakeholder groups across the region when/how they meet. These groups include:



Community-Based Stakeholder Groups

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

Hospital Foundations

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

Specialty Stakeholder Groups

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

Photo by Regan Holm, MacGregor



Message from the CEO

These are extraordinary times...

Another year of growing uncertainty buffeted by economic and societal turbulence, the rising threats of global conflict, extreme weather conditions, largescale workforce shortages, and still...the pandemic's lingering impacts.

While healthcare is not immune to the emerging worldwide disruptions, Southern Health-Santé Sud never stopped delivering. Despite the scale and complexity of ongoing pressures we must not forget the tremendous responsibilities which lie ahead. The very real and urgent challenge of the future is to build a more equitable and sustainable health-care system. And so, there is work of great consequence ahead of us.

To this end, among many undertakings in FY2023-24, we sharpened our focus, charting our course for the future. We know where we must go... Our Call to Action: Healthier people. Healthier communities. Thriving together.

There is much we can and must do. With Strategic Plan 2023-28 in our hands and with a fresh sense of purpose we are at a compelling time in our organization where we can elevate our role in closing the equity gap—setting the conditions in which we can thrive together—leaving no one behind.

Extraordinary times call for extraordinary commitment. Across the region, I have witnessed that spirit of commitment, pushing ourselves to the next level even in difficult times. Everyday we ask ourselves how we can serve better. We take on the responsibility to steadily improve as is evidenced throughout this annual report, but in particular it is most uplifting to hear some of the statements made by surveyors during our Accreditation in May 2023.

It is a testimonial to the incredible team we have here at Southern Health-Santé Sud. It begins, as always, with our staff, physicians, volunteers throughout the diversity of our health care settings — passionate people who embody our core values. Rising to the occasion they are tireless advocates working hard every day around the clock — with “humankindness” — putting our clients



“...In most parts of the region the client satisfaction is high, and the staff and physicians are appreciated... the organization’s commitment to clients and families, the personalized approach to care... involving individuals, families, and communities in co-design of services... recognition of the family as partners in care, finding out what really matters to people... feeling respected and valued...goal setting with staff and not by staff...uncompromising integrity and compassion... deliver care in a way that is culturally sensitive and meaningful to the individual”

- Accreditation Canada Surveyors





and communities at the center of everything we do. Their efforts and high standards of professional excellence truly underpin Southern Health-Santé Sud's achievements. I am endlessly grateful to work with them and find myself humbled to be able to lead this remarkable group of people.

Going forward, our commitment to creating an environment that supports a healthy, empowered and thriving workforce remains strong...while also championing for diversity and inclusion. As you read through our Annual Report, you'll see some of the ways that Southern Health-Santé Sud continues to work in partnership with the province to retain, recruit and train health care providers to maximize opportunities to meet the needs of our organization. We also continue to do our utmost to bring about diversity and equity in everything we do, cultivating an inclusive culture and workplace where we can learn from each other as we move forward.

We know that our work is never over. Every day people depend on us to deliver and we are forever raising the bar, searching for 'better ways' of doing it. What were yesterday's intentions are today's expectations — it seems everything is at the 'speed of now' transforming the way we work and the speed at which we work. With meaningful consideration of health priorities and service delivery realities in our region, we are responding to specific health challenges that a diverse growing population like ours requires.

Sustainability is at the heart of our mission. Against the backdrop of an unsettling economic landscape, I am once again so proud of Southern Health-Santé Sud's success in delivering another solid fiscal year — a strong fundamental performance matched by our team's outstanding work. While focusing on building a more confident sustainable future we remain resolutely committed to our shared purpose and core strategies, leveraging our resources to advance health in meaningful and lasting ways for everyone.

We are grateful to the Board of Directors, for their invaluable support, good counsel and steadfast leadership. Their collective experience and insight enable us to make decisions consistently aligned with our vision and mission.

Ultimately, our region is thriving when our residents have the opportunity to engage and connect. Grounded on trust, shared values, and respect, we draw strength from our communities and partners who have a pivotal role in making this happen, bringing us closer to the shared future we seek.

Health care is a shared responsibility.

Thriving together is the only way forward.

Jane Curtis

Chief Executive Officer
Southern Health-Santé Sud





Organizational Structure



The following represents Senior Leaders (Regional Leads) that report to the Chief Executive Officer:



For a full listing of staff who report directly to Senior Leadership, see [Appendix A](#).

Changes to the Structure: *Ken Klassen until August 2023



About Southern Health- Santé Sud

Vision

Healthier people. Healthier communities.
Thriving together.

Mission

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

Values

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.

Etuaptmumk: Two-Eyed Seeing

Elder Albert Marshall and his wife, the late Murdena Marshall, of the Mi'kmaq Nation, are credited with creating the teaching of Etuaptmumk. This teaching is known as “the gift of multiple perspectives” and translated as “Two-Eyed Seeing”. It first came into use in the natural science discipline but has since been adopted throughout many systems. Two-Eyed Seeing reminds us that we have “two eyes from which to look” and so we are not bound by only one worldview. When we realize, for example, that this place where we live: “Manitoba” but “Manitoahbee, (the Place Where Creator Sits)”, “Canada”, “Turtle Island”, “Home” is not just one thing, not just an “either/or” dichotomy but is many things all at once we open ourselves to a richness and depth of seeing and doing. We need to understand that one worldview is not more important than another. This is the essence of Two-Eyed Seeing.

When viewed through the teaching of Two-Eyed Seeing, Southern Health-Santé Sud’s core values easily align with the Seven Sacred Teachings. The Seven Sacred Teachings have been shared by the Anishinaabe nation with all nations and are a guide to living in connection with each other, with Earth and with Creator. When Indigenous people in our region talk about doing something “in a good way” we are referring to using these teachings as a framework for our actions.

The Southern Health-Santé Sud core values are: Uncompromising Integrity, Healing Compassion, Pursuit of Excellence, Respect for All, and Purposeful Innovation.



The Grandfather Teachings are: Truth, Honesty, Love, Wisdom, Respect, Courage, and Humility.



Achievement Highlights

Indigenous worldviews teach us that a plant – while its own separate entity - only flourishes in its mutual relationships within its environment: its relationships to the soil, to the neighbouring plants, to the animals and insects, and the conditions. It is only in those relationships that the meadow as a whole is able to thrive. It's a complex web of interconnections and harmony.

“it is clear that if the plant becomes ill, that is because the other contributors to the meadow must have changed their relationships with it in some way. You can't simply heal the plant and send it back into an unchanged meadow.” – (Rupert Ross, Indigenous Healing 2014, p. 9)

There lies the meaning and the weight behind our vision: “Healthier People. Healthier communities. **Thriving together**”. There is no thriving alone.

The people, families, communities, systems that make up Southern Health-Santé Sud are so deeply interconnected and rely on one another. Aligning with the Ministerial mandates and government directives, all of the work we have achieved towards our strategic priorities and objectives over the past year was only possible because of the strength of our lasting relationships to one another.



A Positive Experience

A focus on quality health services & improved health system performance

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.
- Optimize continuity of care with seamless patient transition 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.

Aligns with Manitoba Health's Immediate Priorities

- Emergency department performance
- Improved Access
- Primary and community care
- Indigenous health
- Electronic medical records



Assessing the Quality and Safety of our Services

Accreditation is the process where an outside expert organization assesses how we're doing in the quality and safety of our services. This helps us identify both what we're doing well and what needs to be improved.

In May 2023, a surveyor team from Accreditation Canada completed an extensive on-site assessment of over 21 sets of standards at 42 locations across the region. Thanks to the ongoing hard work of all staff, we met the requirements for Accreditation and even improved our ratings compared to the last survey in 2019. The final report is available on the Southern Health-Santé Sud public website under [About us > Plans & Reports > Accreditation](#).



The teamwork, relationships and culture are strong despite the fatigue experiences during the pandemic.

Excellent, safe, competent care being given to the (personal care homes) residents and families was observed. Consistent use of evidence-based guidelines, and tools ensures care is up to standard... Families could not speak more highly of the care received.

- Accreditation Canada





720 total hip & knee surgeries

of expected 600 surgeries

26.6 median wait time in weeks

of target 26 weeks



184 total cataract surgeries

of expected 300 surgeries

8.1 median wait time in weeks

of target 16 weeks

Orthopedic Surgery

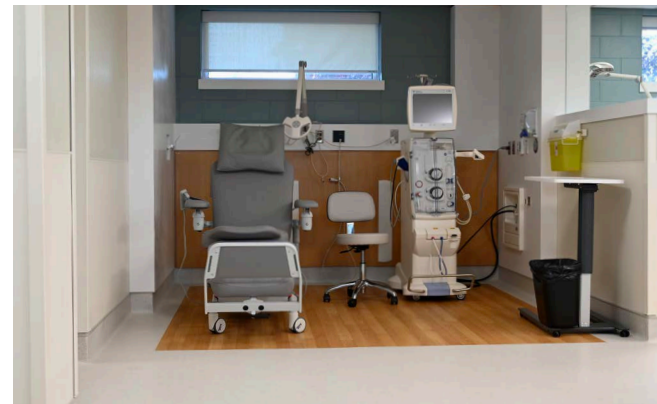
Demand for hip and knee replacement is growing. Thanks to the introduction of a same-day surgery system supported through funding from the province, Boundary Trails Health Centre has seen an additional 120 hip and knee replacement surgeries completed this fiscal year for a total of 720 plus an additional 40 partial hip replacements. Due to the implementation of new surgical and rehabilitation techniques, more than half of these surgeries completed were considered same day surgery, positively impacting the lives of patients who can recover safely in the comfort of their own home after less than a day in hospital as well as freeing up in-patient care beds for other acute patients. Wait times for orthopedic surgery reduced by approximately 10 weeks compared to last year - enhancing access to services.

Expanded Palliative Care Services

When a person is facing a life-limiting illness and death, access to care is critical in allowing people to live their best lives for as long as possible. To respond to community needs and enhance access to this type of care closer to home, Southern Health-Santé Sud expanded its support with 24/7 on-call availability of a palliative care nurse, increased social work supports, and increased presence of hospital-based palliative care nurses.

New Dialysis Unit at Bethesda Regional Health Centre

The need for hemodialysis in Manitoba continues to grow. A new six bed dialysis unit opened in the Bethesda Regional Health Centre in October 2023. This is a significant asset in caring for those living with kidney failure. The new unit (pictured on the right) has the capacity to provide dialysis treatment for up to 24 patients. Creating a state-of-the-art space prioritizing comfort and care, the new unit will help reduce commute times for nearby residents and alleviate demand on other dialysis centers. Patient feedback has been especially positive for those able to access the service closer to home.



Dialysis station at Bethesda Regional Health Centre

Mobile Withdrawal Management and Stabilization Service

Started in September 2023, the Mobile Withdrawal Management Service works from a harm reduction framework that supports people wanting to detox from a substance they are using. Services are provided by a mobile team outside of a health facility or treatment center. Operating under the principle of meeting people where they are at, participants can choose where they want to be seen, be it within a person's home, community or other safe accommodation, including the option of meeting at a central location during the day and returning to their home or safe accommodation at night.

Currently this service is for people who are 18 years of age or older and live within the Southern Health-Santé Sud region. This service can be accessed by participants for up to thirty (30) days. Contact the team for more information at: 204-428-2730.



Mobile Withdrawal Management Service Team

Virtual Care Models

There are many ways of interacting with one's care team remotely. To make themselves as available as possible to their patients, several clinics within the region have embraced a virtual walk-in model. The potential benefits to improve patient flow are prompting ongoing discussions regarding after-hour clinics and alternative approaches within Southern Health-Santé Sud emergency departments. These are exciting advancements to address the diverse needs of patients and improve their access to primary care.

Digitizing Pharmacy for Safer Care

A web-based Provincial Pharmacy Information System called BDM MöV Pharmacy Solutions was introduced to acute care sites in Southern Health-Santé Sud summer 2023. This new software allows the care teams to have a more holistic picture and keep track of patients' medications, determine how drugs may interact, and ensure patients leave the hospital with the right medication. It improves patient safety and is foundational to continue implementing digital, modern solutions in pharmacy. This project has taken several years to come to fruition and is worth celebrating.



5 hours maximum amount of time 9/10 patients are waiting in Emergency Department

Of provincial target 3.9 hours at the three regional health centres in Southern Health-Santé Sud in 2023-24.



65% very good overall experience

Of provincial 69% target for survey results from patients hospitalized in all Southern Health-Santé Sud hospitals in 2022-23

A Healthy, Empowered and Thriving Workforce

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.

Aligns with Manitoba Health's Immediate Priorities

- Workforce Culture, Retention, Recruitment, and Training
- Indigenous Health

World Kidney Month: Team Celebration

In celebration of World Kidney Month the dialysis team at Boundary Trails Health Centre put their creative heads together to generate a piece of art reflecting their team values. The team participated in a value assessment that led to the generation of a word cloud that includes both the Southern Health-Santé Sud values and the additional values of the dialysis team. The final product was printed as a beautiful piece of art in the shape of a kidney.



Leadership Development

Succession planning and the support of professional development is an increasingly important component of employee retention which supports the continuity and quality of patient care. One of Southern Health-Santé Sud strategies continues to be our staff's active participation in a Health Management Leadership Program. In January 2024, 24 staff members began a 3-year program towards a Health Leadership and Management Certificate through Red River College Polytech. This is the third student cohort engaging in professional development opportunities to broaden their skills.



40% of the workforce joined Southern Health-Santé Sud since 2020

Approximately 2,000 new employees





First Arrivals from the Philippines for Southern Health-Santé Sud

Southern Health-Santé Sud welcomed the region’s first eight Filipino healthcare worker recruits. The new Manitobans settled in Altona, Gladstone, Morris, Portage la Prairie, and St. Pierre where they are working as health care aides (HCA). Many recruits coming as HCAs will be working on bridging to a nursing license.

Indigenous Health Adult Internship Program

On January 12, 2024 a graduation ceremony was held at Long Plain First Nation Keeshkeemaquah Urban Reserve in celebration of the 14 graduates of the 2023 Indigenous Health Adult Internship Program. Graduates completed two weeks of pre-employment and workplace readiness workshops followed by 12 weeks of work experience in entry level positions within Southern Health-Santé Sud facilities. The Program provides students with hands on experience and the opportunity to experience a number of different health care positions. Several graduates will go on to submit resumes, participate in job interviews and work with mentors who will assist them in building further skills.



Thriving Together Workshop

“Know your strengths and lead with your strengths as they become Our Collective Strength, leading and thriving together,” said CEO Jane Curtis to leaders from across Southern Health-Santé Sud gathered in Morris for a workshop. Focused on our vision of Thriving Together and on fostering a healthy culture and empowered workforce, key note speakers spoke about leadership, Two-Eyed Seeing and shared values. The opportunity to connect, share and learn side-by-side with colleagues from across the region also provided a platform to enhance cohesiveness and collaboration across the region.

What Matters to Staff

Building on the success of the What Matters to You, Southern Health-Santé Sud acknowledged opportunities to also support staff, co-workers and leaders with important conversations in the workplace. Asking, listening, and responding to each other in meaningful ways improves work satisfaction, productivity, and quality and safety within the health care system. Aligned with sector recognition of our diverse workforce, staff were gracious in sharing their stories of wisdom and what matters to them.

National Therapeutic Recreation Week Testimonial

“ I believe in my profession. I believe in the work we’re doing. I know we are making a difference.

Corrine Pratt
Recreation Manager



WORLD SOCIAL WORK DAY

“ I enjoy working with a range of individuals, families, and communities to improve their quality of life and well-being on psychosocial issues that impact their health. I am overwhelmed with gratitude to work in my hometown and surrounding communities *et en français!*

Ariane Comte, Social Worker





Quality Service Awards

Taking care of people – the health care workers that care for us and the patients they serve. We continue recognizing our employees, acknowledging their contributions. 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. Individual award recipients for 2023 included:



Gisèle Gagnon

Administrative Assistant
Home Care



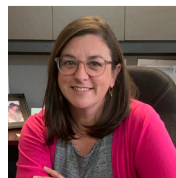
Denise Hoepfner

Business & Finance Analyst



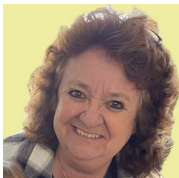
Christine Gundrum

Registered Nurse
Lorne Memorial Hospital



Jennifer Hyra

Disability Case Coordinator
Human Resources



Edna Van De Kerckhove

Registered Nurse
Lorne Memorial Hospital



Janelle Lapointe

Site Lead
Hôpital Ste. Anne Hospital

CEO Career Achievement Award

This award honours a Southern Health-Santé Sud employee or service provider with 25 years or more of continuous service, whose passion for their work, sustained positive attitude and high personal ethic has earned them the greatest respect of their peers. The 2023 CEO Career Achievement Award was presented to: **Bonny Soper, Ward Clerk/Accounting at Gladstone Health Centre.**

The Service Excellence Team Award

The 2023 Team Award was presented to the **Finance Leadership Team** recognized for their significant contribution to making Southern Health-Santé Sud a resilient and sustainable organization.



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. Don Klassen.** Dr. Klassen is a Family Physician Anesthetist who practiced for 45+ years in Winkler/Morden.

Intentional Community Engagement

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 for the positive elements of the health system transformation process.

Aligns with Manitoba Health's Immediate Priorities

- Indigenous Health
- And the following enablers of success: community partnerships; public engagement, listening and communication

Engagement In the Spirit of Reconciliation

A Regional Indigenous Health Partnership Committee made up of community leaders, such as health directors and Chiefs, and representation from Southern Health-Santé Sud was struck in February 2023. The purpose of the committee is to connect and discuss our shared progress around Truth and Reconciliation, Disrupting Racism, Jordan's Principle, increasing Indigenous employment and representation in health care, and the importance of continuing to build a culturally safe health care system. The meetings have resulted in positive changes including a sense of renewed hope and a shift towards improving services through reciprocity, innovative thinking and collaboration.

Equipping the Team for Engagement

People centred care is a culture of collaborating with individuals, carers, families, and communities to ensure that their needs and preferences are at the centre of the healthcare system. While some key initiatives have been rolled out in recent years, such as "What Matters to You", an intensive training event was offered in February 2024 to 24 staff across disciplines to continue building the culture of people-centred care within Southern Health-Santé Sud. To further this critical work, key actions are being developed with regional supports to demonstrate a whole team approach. This work will focus on the mechanisms needed to help incorporate more of the patient voice into various aspects of planning, policy development, and quality improvement efforts. We were happy to see that Accreditation Canada highlighted an improvement in people-centred care work around the region supporting staff and those they care for and will continue that work in the years to come.

“*In conversations with individuals, groups, patients, staff and stakeholders, the region seeks to understand what really matters to people.*
- Accreditation Canada



Annual Public Meeting

Once again, the Board of Directors hosted a virtual Annual Public Meeting in fall of 2023 highlighting Southern Health-Santé Sud's achievements, challenges and financial report for the previous fiscal year. In an effort to reach more people, a new noon-hour time slot was trialed with over 135 people joining in, a greater participation than in recent years. A Sacred Moment opened the meeting in reflection of the theme of the meeting and the accompanying report: Re-Imagining. As in prior years a number of staff awards were spotlighted.

Engagement and New Spaces

An important component of our capital planning efforts is engagement with the communities these new facilities will serve. Southern Health-Santé Sud is committed to listening and learning from local populations about how to deliver services in a more accessible and culturally safe way. In January 2024 Local Indigenous Elders met with building project staff to inform design, signage, and artwork (four directions of the medicine wheel, sacred medicines, Indigenous artwork, translation of signage) for the new Indigenous Cultural Space being planned for Portage Regional Health Centre. In turn, they have gone back and included each First Nation community and their council of Elders to perform a naming ceremony.

Mockup photo of outpatient entrance (main floor) and Indigenous cultural space (second floor)



Mockup photo of what the Indigenous Cultural Space at Portage Regional Health Centre could look like.

Sustainable Health 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.

Aligns with Manitoba Health's Immediate Priorities

- The goal of Reduce cost of care
- The enabler of success: Fiscal discipline

Balanced: Fiscal Integrity 12 Years Running

A balanced operating budget for the 12th straight year at Southern Health-Santé Sud. How does an organization maintain optimal fiscal performance for over a decade? With this history of financial success, Manitoba Health requested Southern Health-Santé Sud to share best practice on “budgeting and financial management” at the first provincial Performance Summit in May 2023. This day brought together health senior leadership teams from across the province to learn from each other and showcase a key strategy that has been implemented successfully in their health organization.

“ *We need to budget to reality.*
- Ainsley Wiebe, Chief Financial Officer

What is Southern Health-Santé Sud’s strategy? Continuing its practice of zero-based budgeting, Southern Health-Santé Sud reviews every budget line and position, looking for savings to either reinvest internally into critical pressure areas or re-align funding. The budget is carefully monitored by the Board of Directors and senior leadership team, however to meet the goal of fiscal integrity and transparency, the responsibility is shared with leadership across the organization. Through a collaborative process, managers and business financial analysts meet regularly to review budgets and brainstorm solutions regarding financial pressures.



\$59K Operating surplus '23-24
A balanced budget

0.01% of total \$482M operating budget

“

A strong commitment to ongoing quality improvement... always looking for improved ways of doing things.
- Accreditation Canada



Investing in Long Term Care

As a result of the Personal Care Home Quality Initiative (formerly Stevenson Review, an independent external report following the serious COVID-19 outbreak at the Maples Long Term Care in Winnipeg), the provincial government has invested in a multi-year strategy to strengthen the long-term care system throughout the province. In the past year, this funding has allowed Southern Health-Santé Sud to enhance infection, prevention and control with a fully staffed team; creation and hiring of a part-time physician medical lead for long term care who works closely with the personal care home leadership and medical staff to coordinate, standardize, and promote resident-focused care; and has helped improve staffing levels. We look forward to continuing rolling out funding in coming years to support direct care, allied health supports, and evolve processes to better support the needs of clients.

Investing into the Future: Operating our Capital Projects

Significant investments are going into the expansion, renovations, and new builds of capital projects in our region. The planning for these, however, goes far beyond the physical structures we are seeing getting built before our eyes. This year, the Southern Health-Santé Sud Clinical Implementation and Readiness Project Team launched the first draft of a comprehensive operational readiness plan for the seven capital projects at the three regional health centres to ensure that we are ready to smoothly transition in offering quality and safe services once the doors “open”. This involves planning the physical spaces; the equipment, supplies, new technology; the communication; the timelines; the required workforce and training; the finances; etc.



Photos by Charmaine Enns, Jamie Minne, and Kristyn Hosaluk

Challenges and Future Directions



Looking back... we can take pride in our accomplishments in 2023-24. By any measure, we've had a very good year. Nonetheless, our ability to make progress on our strategic plan and in our daily operational responsibilities were, and will continue to be, impacted by the following top challenges and risks:

Human Resources – Shortages, Recruitment, & Retention

Across the province and the country, recruitment and retention of the healthcare workforce remains one of the greatest ongoing challenges. Healthcare providers continue to offer quality, safe, people-centred care but they do so in the context of substantial vacancies and a growing demand with the expansion of our regional centres and our growing population. Adequate supports are essential to protect the workforce's health and resilience.

Balancing Competing Directions and Priorities

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

Fiscal Instability and Sustainability

Southern Health-Santé Sud is a lean organization with pressing challenges on the horizon, including increased costs, inflationary pressures, and aging infrastructure. With a growing population and enhancements of services, not only is there a greater demand for workforce, supplies, and equipment - the costs of these continue to increase.

Challenges to Accessible, Safe, & Equitable Patient Care

Access to safe and equitable care continues to be challenged by significant workforce shortages, population growth, population health inequities, and the lasting impact of the COVID-19 pandemic. This is uniquely challenging in the context of a large rural geography. Access issues can be seen when patients, who should have been treated in primary care, seek care elsewhere like the emergency department or delay being seen leading to poor outcomes. Patients who want to access services struggle to find providers, face long wait times, and have to navigate temporary closures of sites.

Challenges Related to Information Technology – Infrastructure & Access

In our inability to access the proper technology, many of our programs rely on paper-based systems. When information systems are available, they are not always integrated with one another or have important limitations. Together, this decreases efficiency and may pose a risk to patient and staff burden and safety.

Relationships with Community Stakeholders

Our relationships and partnerships with clients and community are critical to achieve our collective goals and priorities. Health system changes, what and how we communicate, and poor healthcare experiences are examples of factors that impact engagement and trust built in these relationships.





Looking forward...

We are confident that our strategic plan provides a framework that supports our vision and mission, advancing our goal of Thriving Together. Aligned with Manitoba Health Seniors and Long-Term Care's goals and priorities Southern Health- Santé Sud's strategies also reinforce our commitment to doing the right things as well as doing things right. At its core, it embodies a dedication to Better Care for People ensuring the well-being of both healthcare workers and the people they serve.

To accomplish this, how and where we provide care will evolve. Central to this evolution is our resolve to address the challenges while exploring new approaches and to build a more equitable, accessible and sustainable health-care system for all.

Capital Projects

Three significant capital projects are underway in Southern Health-Santé Sud. Construction is at various stages with expected opening dates listed below. From brand new construction to complicated and multi-phased renovations, these projects will help meet the needs of the growing communities they serve.

Portage Regional Health Centre

New hospital with expected opening Fall 2026. This site will provide designated cultural space that will accommodate smudging and ceremonies. Designated cultural design elements are being integrated into the landscaping plans and the project is being registered in the Manitoba Green Building Program. Additional details include:

- 12 new dialysis stations, 9 chemotherapy stations, Child & Adult Rehabilitation, 8 Home Care treatment station, Mental Health offices and interview rooms
- 19 emergency treatment areas
- 4 observation beds
- 2 dedicated mental health treatment rooms
- 2 trauma rooms
- 114 in-patient beds (53 medicine, 19 surgery beds, 24 rehabilitation, 6 palliative care, 6 special care, and 6 labour and delivery rooms)
- 3 Operating Rooms, 2 endoscopy/specialty procedure rooms
- 1 CT, 2 x-rays, 2 ultrasound, echocardiography, laboratory, pharmacy, and various support services



Bethesda Regional Health Centre

Several phases of work with expected completion date of Spring 2026. A three floor addition will include a new laboratory and materials management space in the basement. The other 2 floors will include:

Main Floor: 15 Additional Medicine beds, Spiritual/Ceremonial Space, Staff Lounge, Communications Room and loading dock

2nd Floor: 3 new Operating theatres, Pre-Op/Post Operative care space, Sterile Supply, surgical instrument storage space, preoperative assessment consult space, staff amenity spaces (including new change rooms) and physician services space (including new call rooms)



Boundary Trails Health Centre

Multi-phased project with expected openings from Fall 2025 to Fall 2027.

Winter 2025 Inpatient Bed Addition

- 24 bed Inpatient medicine unit
- Second floor shell for future state Family Birthing and Level 2 Nursery units planned for Fall 2027

Spring 2026 Community Service Building

New Space for services currently at the site:

- Administration
- Health Information Services
- Education Services
- Home Care
- Public Health
- Pharmacy

Summer 2026 to Summer 2027 Multi-phase Hospital Renovation

- Emergency Room expansion
- 7 new patient care spaces
- Cancer Care expansion (More than doubling department size to 3800sqft)
- Ambulatory Care Expansion
- Medical Device Reprocessing
- Modernized and expanded staff locker room
- New Diagnostic Imaging
- State of the Art Operating Theater
- Physician/Resident On/Call Rooms
- 4 sleep quarters with private washrooms
- Small library/reading space for physicians
- Office and Meeting Space (convertible for future expansion of dialysis)





Further Future Focus

Provincial Collaboration & Planning

There are a number of provincial teams working together to identify opportunities to improve access and provision of care and to co-ordinate and guide planning and service delivery.

Reconciliation & Disrupting Racism

Reconciliation and Disrupting Racism is working towards dismantling systemic and structural forms of racism and discrimination, building relationships, and creating a more inclusive, equitable and safe health system for Black, Indigenous and other racialized communities. This important work is weaved throughout our strategic plan.

Building authentic partnerships and collaboration with communities and partners is key to Reconciliation and Disrupting Racism. Meaningful action must be rooted in mutual trust and respect, transparency, and shared accountability.

People Centred Care

Asking the question “What matters to you?” is part of the foundation of people-centred care at Southern Health-Santé Sud. The goal of asking this question is to better understand the needs of clients, families, communities, and staff and determine how to best address them together. While this is embraced at the direct care level, work remains moving forward on how to incorporate these types of conversations at all levels. We will continue to shift from focusing primarily on the system/provider/disease and instead focus on the whole person and team, on what matters to people on their healthcare journey, and on how to work together towards a shared goal. Part of this journey is to invite and support clients to become partners, not only in their direct care, but also in planning and decision-making for the region.

Healthcare Workforce

The workforce shortage continues to be a pressing challenge globally. In addition to the ever-evolving recruitment strategies, staff retention is one of the most important ingredients for success. To foster a shared sense of belonging, wellbeing and joy in the workforce, our commitment involves:

- Providing support, resources, and training including ongoing development opportunities, access to support in addressing burnout and compassion fatigue, nurturing a positive organizational culture.
- Promoting a culture of safety, and foster environments conducive to physical and mental health.
- Acknowledging and valuing dedication and demonstrating our appreciation through various means and opportunities for career advancement.
- Adapting to new ways of working in teams, maximizing scope and expertise, and appropriately utilizing skill levels of staff.

While remaining focused on providing high quality care and services, we will innovate for tomorrow and respond to the emerging challenges and the changing needs of our communities and workforce, connecting people to what matters most to them.



French Language Services

Active Offer: An invitation to a Positive Client Experience

New look – same concept! Southern Health-Santé Sud’s French Language Services (FLS) team introduced new marketing of Active Offer and rebranding of all FLS resources and tools. Recognizable and attractive bilingual signage for our designated sites/programs/services as well as bilingual identifiers for our workforce - who play a critical role in improving bilingual services – are essential and highlight the concept of active offer to ensure that French-speaking customers have a positive experience.



This symbol visually identifies where French Language Services may be available and invites the public to request services in the official language of their choice.

Recruitment & Retention for a Thriving Bilingual Workforce

Southern Health-Santé Sud continues to work in collaboration with various local municipalities who are instrumental in our recruitment efforts, supporting us to reach the public and promoting bilingual employment opportunities in Southern Health-Santé Sud.

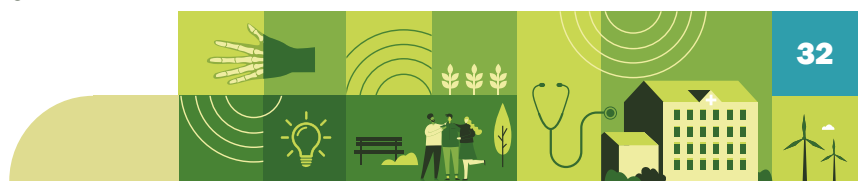
A bilingual presence on social media through various platforms contributes to building our network, enhancing recruitment and engagement efforts with the public, educational institutions, students currently enrolled in health studies, community partners and clients as well as stakeholder groups. In Fall 2023, the Recruitment & Retention team launched a new LinkedIn account for Southern Health-Santé Sud to increase awareness of our organization to a new demographic – the business and employment sector. Through this platform, and in partnership with Shared Health, Southern Health-Santé Sud has been able to highlight position advertisements, occupations, as well as work locations.

Our new social media presence allowed for advertising bilingual events (such as the “Kitchen Party d’cuisine” and “la semaine

de la francophonie”) and boosting cross promotion, and information sharing of various stakeholders.

The Recruitment and Retention team participated in several career fairs to highlight various bilingual positions and opportunities in the region and to promote health career choices.

In addition, and in partnership with Santé en français, immersion/francophone schools within Southern Health-Santé Sud received the “Ma carrière en santé” presentation, highlighting health careers within our region.





Connecting with the Community

Southern Health-Santé Sud's FLS team is dedicated to community engagement efforts pertaining to the vitality of French language services.

De chants et de batailles

The FLS team marked the end of its fiscal year with the introduction of a new tool aimed at raising awareness and education about Manitoba's Francophonie: the video "De chants et de batailles" ([link to YouTube](#)). The Francophone cultural awareness Self-Learning educational tool presents pillars of Manitoba's heritage and some of the defining moments in the history of French in Manitoba.



There's nothing like a good Kitchen Party!

As part of the *Mois de la Francophonie*, the FLS team hosted its first 'Kitchen Party d'cuisine' at one of Southern

Health-Santé Sud's designated bilingual health sites, Hôpital Ste. Anne Hospital, in March 2024.

This new cultural awareness event aims to increase knowledge and understanding of Franco-Manitoban culture, strengthen ties with the larger Francophone community and highlight the uniqueness of Manitoba's Francophonie.

Staff were introduced to some basic elements that reflect the Francophone community in its diversity. They experienced Franco-Manitoban's famous "joie de vivre!" through traditional music and dance by local artists and sweet snacks prepared by local food providers.

Stakeholders & Partners

Southern Health-Santé Sud continues to carry its mandate and remains committed to

maintaining and engaging with stakeholders/partners by participating in the following meetings and highlighting areas that require additional attention and improvement of the provision of health services in French:

- Santé en français: Table des gestionnaires, Working groups, and Table de concertation rurale du Sud
- Shared Health: Provincial Francophone Health Tables; Provincial Language Access Advisory Committee
- Advisory Council for the Comité consultatif de l'École des sciences infirmières et des études de la santé de l'Université de Saint-Boniface
- Manitoba Francophone Immigration Network – Community Advisory Board

Différence en français

Over the course of 2023-2024, Southern Health-Santé Sud actively participated in several provincial initiatives including collaborating with Shared Health – Francophone Health and Santé en français for the development of a provincial linguistic insecurities campaign launched in early 2024.



The Différence en français campaign was designed to overcome barriers that may prevent French speakers from using the French language in their care protocol. The campaign aims to help employees gain more confidence using their French-language skills with Francophone patients and clients by addressing linguistic insecurity in the workplace.



Sustainable FLS Model

Expansion of regional services = new opportunities for the inclusion of services in French!

Adhering to Southern Health-Santé Sud's strong FLS policies for the designation of bilingual positions and acknowledging the commitment to bilingual services within the organization's leadership team, new designations of the following programs/services have been introduced:

- Dialysis Unit at Bethesda Regional Health Centre (opened in October 2023)
- Operating Room at Bethesda Regional Health Centre
- Mobile Withdrawal Management Services

The introduction of bilingual services within these regional programs/services will be gradually implemented with a long-term goal of building bilingual capacity and, in doing so, addressing the needs of the Francophone community.



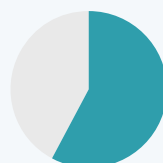
50% of designated bilingual positions in Southern Health-Santé Sud (excluding vacant positions) are filled by bilingual incumbents

of 516 total designated bilingual positions. 222 positions are filled by bilingual incumbents, 222 by non-bilingual incumbents, and 72 are vacant.



27 successfully completed French language training through the Université de Saint-Boniface

Additional in-house language training support (e.g., Rosetta Stone) was also provided to staff.



58% of designated bilingual positions at Villa Youville (independent agency, excluding vacant positions) are filled by bilingual incumbents

of 140 total designated bilingual positions. 81 positions are filled by bilingual incumbents, 59 by non-bilingual incumbents, and 1 is vacant.



110 translation requests

Adding up to a total number of 42 276 words translated



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 corresponding fiscal year for each of its officers and employees whose compensation is \$85,000.00 or more.

Please [visit the Southern Health-Santé Sud website under About Your Region - Plans and Reports](#) 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



Report of the Independent Auditor on the Summary Financial Statements

To the members of 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, 2024, and the summary statements of operations are derived from the audited financial statements of Southern Health–Santé Sud (the "Region") for the year ended March 31, 2024.

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 18, 2024.

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 18, 2024



Chartered Professional Accountant

Statement of Financial Position

| | 2024 | 2023 |
|---|---------------|---------------|
| Financial Assets | | |
| Cash and short term investments | \$ 40 989 214 | \$ 56 520 892 |
| Accounts receivable, net | 5 139 826 | 5 982 141 |
| Accounts receivable - external partners | 2 664 247 | 1 328 237 |
| Accounts receivable - Manitoba Health, Seniors and Long-Term Care | 26 397 936 | 7 560 407 |
| Accounts receivable - Manitoba Health, Seniors and Long-Term Care - vacation entitlements | 8 290 205 | 8 290 205 |
| Accounts receivable - Manitoba Health, Seniors and Long-Term Care - retirement entitlements | 8 880 727 | 8 880 727 |
| | 92 362 155 | 88 562 609 |
| Liabilities | | |
| Accounts payable and accrued liabilities | 31 412 234 | 29 624 770 |
| Accounts payable - external partners | 3 338 987 | 2 165 825 |
| Unearned revenue | 4 928 610 | 6 208 759 |
| Accrued vacation benefit | 20 131 239 | 18 808 647 |
| Accrued sick leave benefit | 3 628 787 | 4 094 871 |
| Accrued retirement | 18 953 309 | 18 490 109 |
| Accrued retirement - Affiliate organizations | 3 213 833 | 3 187 242 |
| Long-term debt | 312 596 174 | 152 325 953 |
| Asset retirement obligation | 10 691 177 | 9 331 276 |
| | 408 894 350 | 244 237 452 |
| NET DEBT | (316 532 195) | (155 674 843) |
| Non-Financial Assets | | |
| Inventory | 2 156 588 | 2 316 007 |
| Prepaid expenses | 818 747 | 795 010 |
| Tangible capital assets | 361 173 988 | 212 031 331 |
| Total Non-Financial Assets | 364 149 323 | 215 142 348 |
| ACCUMULATED SURPLUS | \$ 47 617 128 | \$ 59 467 505 |

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 2024 | | | Budget 2024 | Actual 2023 |
|---|----------------|-----------------|-----------------|----------------|-----------------|
| | Operating | Capital | Total | Total | Total |
| Revenue | | | | | |
| Manitoba Health, Seniors and Long-Term Care | \$ 398 127 080 | \$ 18 479 949 | \$ 416 607 029 | \$ 388 379 183 | \$ 367 413 927 |
| Other Province of Manitoba departments | 25 836 543 | - | 25 836 543 | 24 522 044 | 24 724 779 |
| Government of Canada | 309 218 | - | 309 218 | 419 330 | 387 745 |
| Non-global patient and resident income | 15 095 389 | - | 15 095 389 | 14 103 050 | 14 290 958 |
| Other income | 12 416 942 | 856 322 | 13 273 264 | 11 200 764 | 12 383 244 |
| Interest | 3 212 244 | - | 3 212 244 | 4 000 000 | 2 649 562 |
| Donations | 465 557 | 1 475 532 | 1 941 089 | 5 728 980 | 6 137 516 |
| Ancillary operations | 2 868 806 | - | 2 868 806 | 2 618 870 | 2 731 085 |
| | 458 331 779 | 20 811 803 | 479 143 582 | 450 972 221 | 430 718 816 |
| Expenses | | | | | |
| Acute care services | 148 499 490 | 7 347 151 | 155 846 641 | 147 188 011 | 140 919 838 |
| Long term care services | 78 736 034 | 16 844 435 | 95 580 469 | 89 996 635 | 71 263 421 |
| Medical remuneration | 40 946 164 | - | 40 946 164 | 35 825 087 | 35 815 506 |
| Community based therapy services | 10 821 606 | - | 10 821 606 | 8 661 732 | 8 224 058 |
| Community based mental health services | 10 805 015 | - | 10 805 015 | 10 810 045 | 9 244 624 |
| Community based home care services | 55 534 344 | - | 55 534 344 | 54 418 923 | 50 183 516 |
| Community based health services | 25 457 220 | 229 684 | 25 686 904 | 26 013 570 | 22 230 756 |
| Emergency medical services | - | 232 635 | 232 635 | 140 002 | 428 403 |
| Regional health authority undistributed | 18 628 778 | 5 338 314 | 23 967 092 | 24 470 030 | 21 833 360 |
| Affiliated organizations | 66 465 985 | 2 531 079 | 68 997 064 | 59 336 574 | 98 210 092 |
| Ancillary operations | 2 377 551 | 198 474 | 2 576 025 | 2 498 981 | 2 550 958 |
| | 458 272 187 | 32 721 772 | 490 993 959 | 459 359 590 | 460 904 532 |
| Surplus (Deficit) Before Restructuring | 59 592 | (11 909 969) | (11 850 377) | (8 387 369) | (30 185 716) |
| Restructuring gain | - | - | - | - | 1 119 779 |
| Surplus (Deficit) for the Year | \$ 59 592 | \$ (11 909 969) | \$ (11 850 377) | \$ (8 387 369) | \$ (29 065 937) |
| Accumulated Surplus, Beginning of Year | | | 59 467 505 | 59 467 505 | 88 533 442 |
| ACCUMULATED SURPLUS, END OF YEAR | | | \$ 47 617 128 | \$ 51 080 136 | \$ 59 467 505 |

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 2023-24

| Service Delivery Organizations | Corporate | Patient-care Related | Human Resources & Recruitment | Total Administration |
|--------------------------------|----------------|----------------------|-------------------------------|----------------------|
| Interlake-Eastern RHA | 2.76% | 0.97% | 1.64% | 5.37% |
| Northern Health Region | 3.42% | 1.10% | 0.98% | 5.50% |
| Prairie Mountain Health | 2.36% | 0.42% | 0.83% | 3.61% |
| Southern Health-Santé Sud | 2.49% | 0.46% | 1.11% | 4.06% |
| CancerCare Manitoba | 1.73% | 0.72% | 0.54% | 2.99% |
| Winnipeg RHA | 3.12% | 0.63% | 1.04% | 4.79% |
| Shared Health | 3.12% | 0.81% | 1.43% | 5.36% |
| Provincial Totals | 2.93% | 0.70% | 1.16% | 4.79% |
| | \$ 188 423 034 | \$ 44 691 858 | \$ 74 480 820 | \$ 307 595 712 |

Southern Health-Santé Sud Administrative Costs

| Administrative Costs Type | March 2024 \$ | % | March 2023 \$ | % |
|-------------------------------------|------------------|-------|------------------|-------|
| Corporate | 11 903 353 | 2.49 | 12 167 616 | 2.96 |
| Patient-care Related | 2 193 632 | 0.46 | 1 084 158 | 0.26 |
| Recruitment/Human Resources Related | 5 332 060 | 1.11 | 4 775 356 | 1.16 |
| Total Administrative Costs | \$ 19 429 046 | 4.06% | \$ 18 027 130 | 4.38% |



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.

Public Interest Disclosure Statistics

| | # |
|--|---|
| Disclosures received (Subsection 18 (2a)) | 0 |
| Investigations commenced (Subsection 18 (2b)) | 0 |
| Finding of wrongdoing/ recommendations/corrective actions taken (Subsection 19 (2b)) | 0 |

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
ROH 1N1
T 204-428-2720



Contact Us

Regional Office - La Broquerie

Box 470, 94 Principale St
La Broquerie MB R0A 0W0
T 800-742-6509 | F 204-424-5888

Regional Office - Morden

3 30 Stephen St
Morden MB R6M 2G3
T 800-742-6509 | F 204-822-2649

Regional Office - Notre Dame de Lourdes

Box 190, 40 Rogers St
Notre Dame de Lourdes MB R0G 1M0
T 800-742-6509 | F 204-248-7255

Regional Office - Southport

180 Centenaire Dr
Southport MB R0H 1N1
T 800-742-6509 | F 204-428-2779

Careers - Human Resources Recruitment & Retention

180 Centenaire Dr
Southport MB R0H 1N1
T 204-822-2647 | 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



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Appendix A: Organizational Structure

Organizational structure updated as of March 31, 2024.

Jane Curtis, Chief Executive Officer (CEO)

Senior Leadership: Ainsley Wiebe, Regional Lead - Corporate Services & Chief Financial Officer; Lorraine Cassan, Regional Lead - Acute Care & Chief Nursing Officer; Jennifer Frey, Regional Lead - Human Resources; Dana Human, Regional Lead - Community & Continuing Care; Denis Fortier, Regional Lead - Medical Services & Chief Medical Officer

Executive: Ales Morga, Regional Lead - Quality, Planning & Performance*; Doretta Harris, Regional Lead - Indigenous Services; Lyndsay Olson, Director - Communications; Kyle MacNair, Implementation Lead; Julie Arnaud, Director - French Language Services**

Administrative Support: Kyla McCallum, Executive Assistant; Auralee Winterburn, Executive Assistant

Ainsley Wiebe, Regional Lead - Corporate Services & Chief Financial Officer

Ales Morga, Regional Lead - Quality, Planning & Performance*; Kristy Radke, Director - Support Services; Danielle Dupuis, Manager - Financial Reporting; Darren Tindal, Manager - Finance Planning

Administrative Support: Linda Boily, Executive Assistant; Carrie Tétrault, Executive Assistant

Lorraine Cassan, Regional Lead - Acute Care & Chief Nursing Officer

Roberta Thompson, Director, Health Services - Bethesda Regional Health Centre; Joel Nelson, Director, Health Services - Boundary Trails Health Centre; Karen Yanchyki, Director, Health Services - Portage District General Hospital; Vanessa Siemens, Director, Health Services - Acute Community Hospitals; Tamara Burnham, Collaborative Practice Lead; Jenn Sager, Regional Patient Flow Coordinator; Melissa Schmidt, Director - Acute Care Standards & Projects; Amber Wiens, Clinical Change Lead - Acute & Continuing Care; Debbie Rigaux, Director - Staff Development, Infection Prevention & Control

Administrative Support: Tegan Bailey, Executive Assistant

*Reports both to CEO and Regional Lead - Corporate Services & Chief Financial Officer

** Reports both to CEO and Regional Lead - Medical Services & Chief Medical Officer



Jennifer Frey, Regional Lead - Human Resources

Jordan Fehr, Manager - Labour Relations; Steven Gilbert, Manager - Occupational Safety & Health; Kathryn Reimer, Manager - Recruitment & Retention

Administrative Support: Elizabeth Doyle, Executive Assistant

Dana Human, Regional Lead - Community & Continuing Care

Stephanie Rozsa, Director, Health Services - Personal Care Homes - East; Marianne Woods, Director, Health Services - Personal Care Homes - West; Kelly Kaleta, Director, Health Services - Home Care, Palliative Care & Seniors; Tracy Pulak, Director - Mental Health & Addictions; Stephanie Verhoeven, Director, Health Services - Public Health-Healthy Living & Primary Care; Nancy Klassen, Director, Health Services - Rehabilitation; Kristine Hannah, Senior Program & Policy Analyst; Debbie Harms, Clinic Change Lead - Home & Community Care

Administrative Support: Jennifer Merasty, Executive Assistant

Denis Fortier, Regional Lead - Medical Services & Chief Medical Officer

Julie Arnaud, Director - French Language Services**; Rizwan Ahmed, Director - Pharmacy; Mélanie Mourant, Clinic Supervisor - East; Darcelle Foster, Clinic Supervisor - West

Site & Community Medical Leads: Dr. Christo Minnaar, Chief of Staff - Bethesda Regional Health Centre; Dr. Aly Dhala, Chief of Staff - Boundary Trails Health Centre; Dr. Tyler Atchison, Chief of Staff - Carman; Dr. Amanda Condon, Chief of Staff - Notre-Dame & Area; Dr. Edward Tan, Chief of Staff - Portage District General Hospital; Dr. Michael Plett, Chief of Staff - St. Pierre; Dr. Danelle Lanouette, Chief of Staff - Ste. Anne.

Regional Medical Specialty Leads: Dr. Timo Gosselin, Medical Lead - Transformation; Dr. Cornie Woelk, Palliative Care; Dr. Braden Arbuckle, Medicine Lead - Addictions; Dr. Richard Rusk, Medical Lead - Personal Care Home; Dr. Zachary Penner, Medical Lead - Indigenous Health

Administrative Support: Annette Dacquay, Executive Assistant; Lucille Rempel, Executive Assistant; Shannon Noël, Medical Administration & Physician Recruitment Officer; Patti Rach, Administrative Assistant - Clinical Teaching Unit Coordinator Boundary Trails Health Centre

** Reports both to CEO and Regional Lead - Medical Services & Chief Medical Officer

Appendix B: Acronyms

| Acronym | Meaning |
|----------------|---|
| BTHC | Boundary Trails Health Centre |
| BRHC | Bethesda Regional Health Centre |
| CEO | Chief Executive Officer |
| CIHI | Canadian Institute of Health Information |
| FLS | French Language Services |
| FY | Fiscal Year |
| HIROC | Healthcare Insurance Reciprocal of Canada |
| PDGH | Portage District General Hospital |
| RHA | Regional Health Authority |
| U.S. | United States of America |



