



Hôpital St-Boniface Hospital

# LIVING OUR MISSION IN TUMULTUOUS TIMES

ANNUAL REPORT 2020 - 2021





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The St. Boniface Hospital campus is located on traditional territories of the Anishinaabe, Cree, Oji-Cree, Dakota, and Dene peoples, and on the homeland of the Métis nation.

We respect the treaties that were made on these territories and we acknowledge the harms and mistakes of the past.

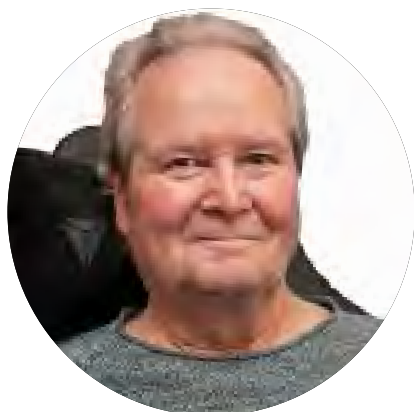
Recognizing that we are all treaty people, we dedicate our efforts towards a more loving and compassionate world as we all move forward in a spirit of reconciliation and collaboration.

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# Greetings!

As Board Chair and President and Chief Executive Officer of the St. Boniface Hospital, we proudly present our annual report for a year like no other.



**Tom CARSON**

St. Boniface Hospital  
Board Chair

A handwritten signature in black ink, appearing to read 'Tom Carson'.

**W**hile we never could have anticipated Covid-19, or the way it would impact our lives, one thing is certain: St. Boniface Hospital's staff will always support each other as they put patients first.

In this annual report, we are sharing some of the stories that highlight the dedication, courage and compassion shown by our employees, physicians and volunteers during this incredibly challenging year.

These stories are a small sample that illustrate how our hospital pulled together to serve our community. To our employees, physicians, volunteers, and supporters: **we are profoundly grateful.**

It has been one year since we adopted our new strategic plan, aptly titled **Building on Strengths in a Context of Change**. Healthcare transformation happening across our province has altered the way we function as a hospital: certain roles have been centralized.

While change can be difficult, we recognize that our role as leaders compels us to find a way to make these changes work for staff, and most importantly, patients, who remain at the heart of every decision we make.

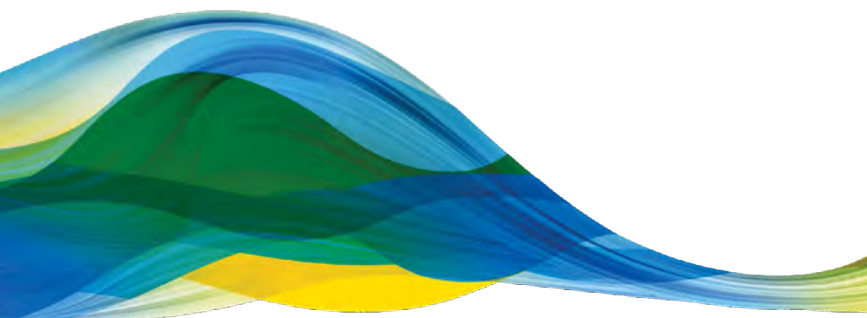
The values in our strategic plan serve as constant reminders of how we will face difficult times, as well as identify new opportunities for improvement.



**Martine BOUCHARD**

St. Boniface Hospital  
President and Chief  
Executive Officer

A handwritten signature in black ink, appearing to read 'Martine Bouchard'.



Compassion, advocacy, agility, discovery and passion... are the words that drive us to do more and do better for patients every day. Those values are woven through all areas of the hospital, from research and cardiac care, to occupational health and the intensive care unit, to maintenance and security services, and many more.

As Sophie Gaulin from the weekly *La Liberté* so aptly said, we salute **“the courage, loyalty and determination of all hospital staff, whether they are equipped with a stethoscope, a stretcher or a cleaning cart.”** (1) Staff members rely on one another. Thanks to this solidarity and teamwork, we have accomplished great things.

This year also marks the beginning of many celebrations highlighting our hospital's **150 years** of compassionate care in Manitoba. From the Grey Nuns' arrival on the banks of the Red and Assiniboine Rivers in 1844 to today's evolving health care system, St. Boniface Hospital has always strived to meet the needs of our community.

As we celebrate our achievements over the past 150 years, we look forward to more

improvements in programs and services in the future.

Our extensive Emergency Department construction and renovation project, our ongoing research efforts, and our innovative programs are beacons of hope for all those who walk through our doors seeking quality, safe and compassionate care.

We cannot say it loud enough: **we are so proud to walk alongside every person who has supported the work of St. Boniface Hospital this year.**

Thank you for everything you do and everything you stand for. Our community is blessed to be able to count on you.

(1) Sophie Gaulin's article, [The Unsung Heroes of Our Hospitals](#), published in the April 8 2020 edition of the French weekly *La Liberté*, eloquently captures the deep gratitude we feel towards all our staff at St. Boniface Hospital.



# FOCUS ON OUR PEOPLE



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# Supporting and Celebrating Our Team

Here are some of the ways we supported and celebrated our team – employees, physicians and volunteers – over the last year.

97

Hospital Incident Command System (HICS) meetings to prepare for, respond to, and recover from the pandemic.

70

Bravograms from the President & CEO, recognizing employees and teams who have gone above and beyond during the pandemic.

274

Long Service Awards to employees and physicians who have dedicated 15 to 45 years of service.

85

*Martine's Notes* prepared by the President & CEO and distributed organization-wide to keep staff informed throughout the pandemic:

- [Martine's Notes 2020-03-31](#)
- [Martine's Notes 2020-10-29](#)
- [Martine's Notes 2020-12-21](#)
- [Martine's Notes 2021-03-25](#)



2,000+

Meals distributed to employees working on Christmas and New Year's Day.

5,500

Surgical caps made and donated  
by our volunteers.

10,000

Masks distributed to our donors, volunteers, employees and physicians.

4,500

Surprise packages in recognition of the work achieved and to celebrate our staff picnic V. 2.0.

2,762

N95 mask fit tests.

4,500

Gift packages prepared  
by Santa Claus and Mrs. Claus.



200+

Cards and letters of encouragement and support from schools and members of the community.

6

Virtual sessions for all staff as part of the new Health Care Ethics Education series.

564

Rapid COVID-19 screening tests conducted for staff in the Education Building's parlour.

19,831

Meals for staff offered by members of the community.



30

Volunteers returned to the hospital to serve as ambassadors during the pandemic.



Distribution of Johns Hopkins University's [G.R.A.C.E.](#) Program video to all staff, designed to create conditions of compassion during stressful and uncertain times.



574

Hits on the new [Caring for Carers](#) webpage, created to provide a hub of resources to support employees' health and well-being.

1,565

Rapid COVID-19 screening tests conducted for patients in the Buhler Gallery.



12

Crisis Incident Stress Management Team interventions to support staff.





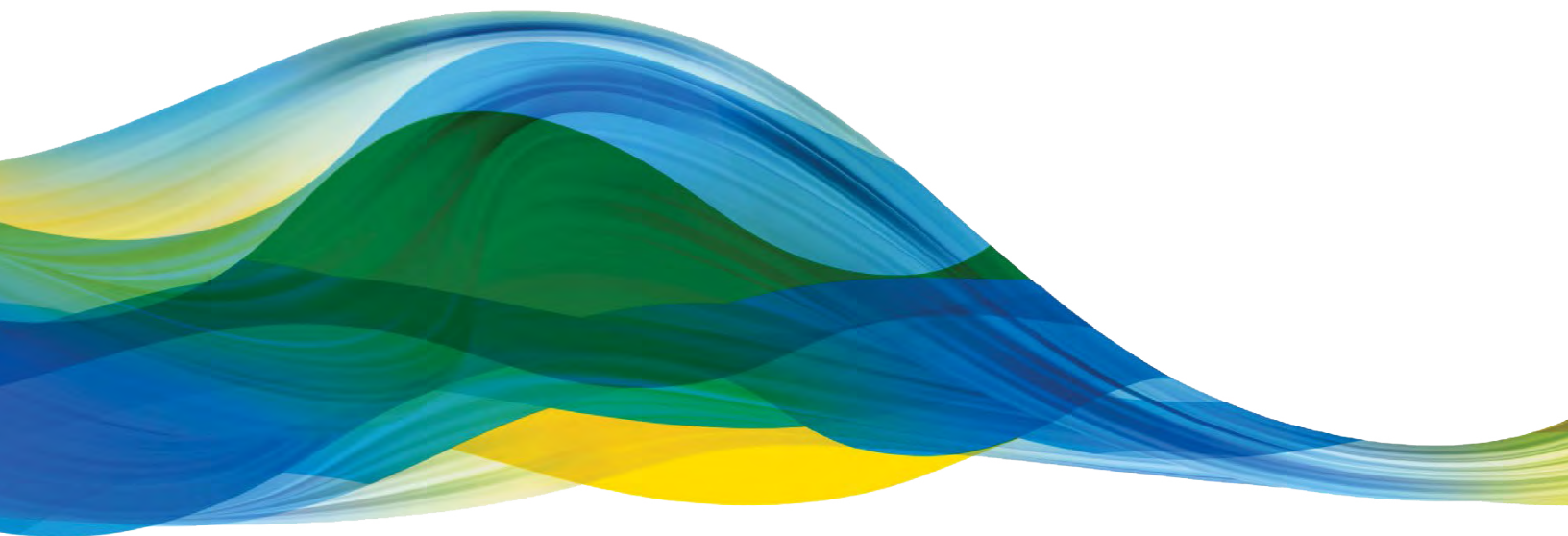
# Ring the Church Bells

A kind gesture to recognize the commitment of all health care workers during the pandemic.

**The following text from the Archbishop of St. Boniface is an excerpt from his memo to diocesan and religious priests on April 3, 2020. We thank Archbishop Albert LeGatt for his enthusiastic response to the St. Boniface Hospital President and CEO's suggestion.**

**A**t the suggestion of Martine Bouchard, President and CEO of St. Boniface Hospital, who has already seen this practice in Quebec this spring, I invite you to ring your church bells at noon on Easter Sunday and every Sunday until Pentecost, that is, until the end of the Easter season. Please ring them for at least five minutes.

In this context, the joyful ringing of the bells serves to signal our gratitude to the front-line workers in our society, all those thousands of people who leave their homes and the security of their good health, to engage in all the essential services while we, the rest of the population, continue to live our lives, as normally as possible, in safety and in the knowledge that we will receive the necessary care when we need it.





# SUSTAIN AND ENHANCE TERTIARY PATIENT CARE EXCELLENCE



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# Being Treated Like a Human Being by Everyone Makes All the Difference

Around ten o'clock one Thursday night in mid-October of 2020, Ruth Schau had to go the Emergency Department at St. Boniface Hospital. "I had a really high fever and stomach pains. I really didn't know what was happening to me. Normally, I never have to go to the hospital!"



**Ruth SCHAU**


Courtesy of Walter R. Schau



**W**hat could have been stressful and negative quickly turned out to be a very positive experience for the Winnipeg woman.

"Generally speaking, every person I had to deal with that night took care of me in a very kind and compassionate manner. My son had driven me to the hospital and when we arrived, a greeter gently explained that he couldn't come in with me because of the COVID restrictions. I understood that completely."

"Then, in triage, my blood was drawn. I waited a while, but not very long, really. And when I was asked if I could walk and I answered that I wasn't sure, the staff member went straight away to get a wheelchair, then pushed me to my next stop. All my needs were quickly met."



Ruth Schau also had to undergo an MRI scan, which revealed the reason for her pain: a diverticulitis, which is an infection of pouches lining the intestine.

“What I particularly appreciated was that at each step of my treatment, things were explained to me clearly and directly. No one tried to hide the fact that I might have to undergo emergency surgery, but that before that the medical team would try antibiotics. Everyone treated me like a human being, capable of understanding. I never thought I was just an object.”

“When you’re at the hospital and you don’t know what’s wrong with you, that makes a big difference. Knowing what’s going to happen and what the staff was going to do reduced my anxiety considerably.”

Ultimately, Ruth Schau didn’t need the surgery, but instead stayed at St. Boniface Hospital for the weekend. By Monday, she was home. Throughout her stay, she was able to appreciate the staff’s kindness, not just from the medical personnel but from the supporting staff.

“I asked them questions all the time”, remembers Ruth Schau. “Me, I need to know what’s going on! I was always given courteous and patient answers. I was never made to feel like I asked too many questions or that I was an imposition.”

Ruth Schau is all the more touched by their compassion given that they would have had understandable reasons to be less present and patient that weekend.

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**“It was the very weekend of the first big outbreak of COVID-19 at St. Boniface Hospital. The staff was very worried and had plenty to do. You could see the stress in their eyes, but never in the way they treated me or gave me the medical care I needed.”**

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She explains: “It was the very weekend of the first big outbreak of COVID-19 at St. Boniface Hospital. The staff was very worried and had plenty to do. You could see the stress in

their eyes, but never in the way they treated me or gave me the medical care I needed.”

“In fact, they went above and beyond my expectations. The people who brought me lunch, who gave me tests, the cleaning staff, the nurses, the nursing assistants... I got excellent medical care, and excellent human care.”

Ruth Schau notes in concluding that “knowing at what point I was well cared for at St. Boniface Hospital, today I feel much less anxious thinking about having to go back to the hospital!”



# Creativity on Display in More Ways than One

How the Buhler Gallery was transformed into a rapid testing site.



Jacek MURAWSKI



Leona HERZOG




Richard POUND

The Buhler Gallery has played host to many important art exhibitions over the years.

And in 2020, it took on another role: becoming the location for a Covid-19 rapid testing site.

“After the success of the testing site for staff in the Education Building, we quickly realized we’d need a space for patients to come for pre-operative Covid-19 testing,” explains Patient Safety Consultant Jacek Murawski.



"It had to be accessible and allow very little contact with others to minimize risk. The Buhler Gallery, our art gallery, seemed like a natural fit."

The plans came together quickly thanks to the dedication of a team of people. Richard Pound, Director of Transformation, explains:

"There was a lot to figure out. What will the flow be? Who can support this work? How do we train them?"

"At the beginning, it was a small but mighty team of volunteers. Without much direction or a clear map, they got to work and made it happen."

M u r a w s k i echoes those sentiments, adding, "Something that seems quite simple, like a quick swab, can be very complex in the end. It's amazing how many people are involved in creating a program like this.

To make things run smoothly, we used a lot of trial and error, and that required the cooperation of a lot of people. What really struck me was how gracious, appreciative

and understanding both patients and staff were."

As for Leona Herzog, the Art Curator of the Buhler Gallery, this new role for the space was a natural fit. "The sights and sounds of the hospital aren't always welcoming," she admits.

"Some people are worried when they're coming in for a procedure. The gallery environment is far less threatening; it sort of normalizes things a bit. We provide a place that's calmer and has interesting things to look at. It takes some of the fear away."

When patients arrive for a Covid-19 test prior to surgery, they go directly into the Buhler Gallery for a screening test and then spend 15 minutes in the gallery, surrounded by art, while they await their test results.

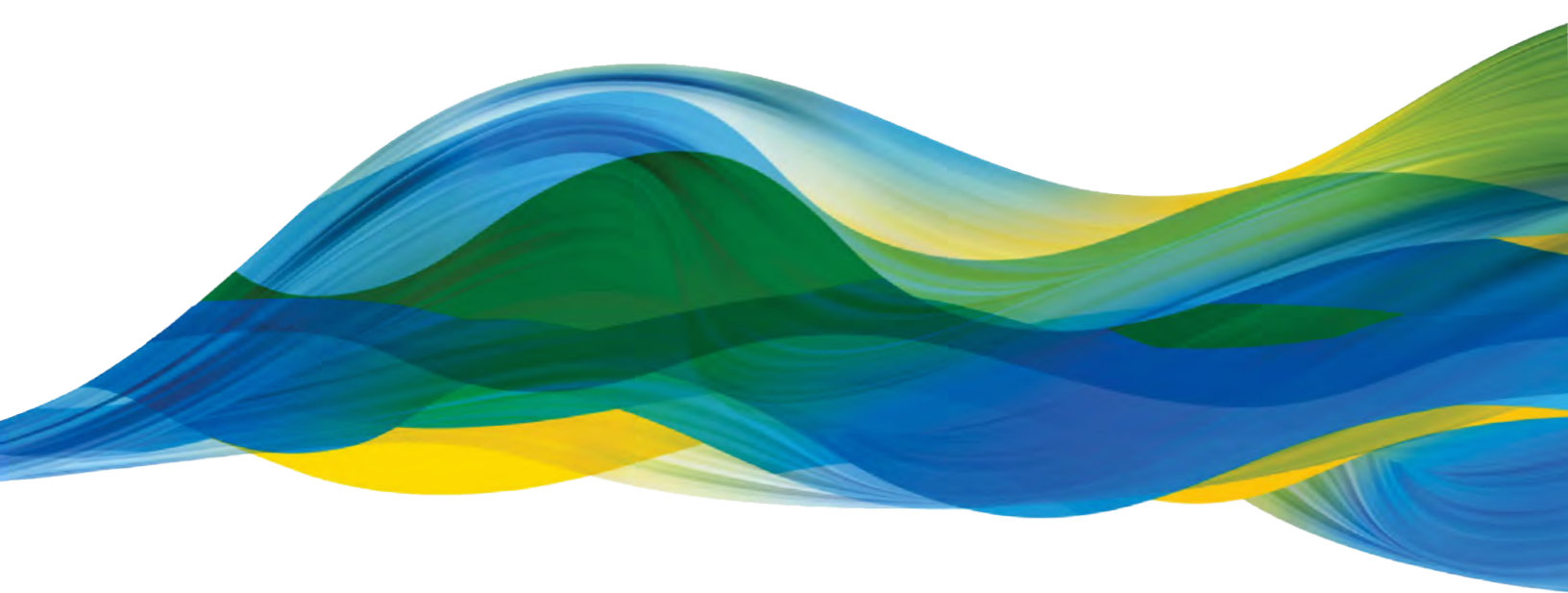
"I can't think of a better use of this space, especially

during a pandemic," continues Herzog. "We're closed to the public, but patients and staff have been visiting us. We're on our third show since the pandemic began and it feels

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**"Some people are worried when they're coming in for a procedure. The gallery environment is far less threatening; it sort of normalizes things a bit. We provide a place that's calmer and has interesting things to look at. It takes some of the fear away."**

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more important than ever to be able to provide this little oasis for everyone.”

The pre-operative Covid-19 testing program has screened close to 1,600 patients from November 2020 to March 2021. The success can be attributed to the spirit of collaboration and comradery of staff, volunteers and patients.

“We have surgical teams who needed to know what type of precautions to take, and we have patients who shouldn’t have to wait days for a test result when they’re already nervous about surgery,” Murawski continues. “This program means that everyone can feel safe, and they can trust that we have their best interests at heart.”

When medical requirements meld with the power of art and a group of people determined to create the best experience possible, incredible things can happen.

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**“The teamwork has been so great. Between the staff, the volunteers and the setting, we were able to put people at ease.”**

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“It’s pretty unique to use an art gallery to enhance the patient experience,” concludes Pound. “It really helps. A lot of patients are elderly, and some are quite nervous about their upcoming procedure, never mind the fear of contracting Covid. The teamwork has been so great. Between the staff, the volunteers and the setting, we were able to put people at ease.”



# OUR HOSPITAL, FOR ALL



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Courtesy of Dan Harper

# The Blue Cross, a Message of Hope and Appreciation

In May 2020, Winnipeg Regional Health Authority President and CEO Vickie Kaminski and the Province of Manitoba launched the *Shine a Blue Light Manitoba* campaign in honour of all front-line workers, including health care workers, who continue to serve the population despite the pandemic.

**A**ll Manitobans were invited to light their homes, verandas, businesses, etc. in blue. St. Boniface Hospital, for its part, changed the color of the cross that overlooks it. Since spring 2020, every evening, this luminous cross is now blue.

Martine Bouchard, President and CEO of St. Boniface Hospital, explains: "The blue light is intended to remind us of our commitment to keeping our physical distance in order to protect our loved

ones, but also to honour all those who, by continuing to carry out their daily tasks, allow us to get through these difficult pandemic times. This is especially the case for all health care workers."

"At St. Boniface Hospital, since the launch of the campaign, we have shown our solidarity with our fellow citizens every night by illuminating our cross with a beautiful blue light."

"May this luminous cross be a symbol of hope for all

that we will soon emerge from this crisis united and strong, and of gratitude for all the essential workers who play key roles in helping us get through it as best we can."

"Let it also be a reminder to the whole community that St. Boniface Hospital and our staff are always there for you. Pandemic or not, our doors are open to you. We're your hospital. Thank you all for trusting us and continuing to be committed to the well-being of our community."



# Music, the Great Escape

From mid-December 2020 to early March 2021, patients at St. Boniface Hospital have been able to hear or view online concerts on demand, performed by Manitoba musician Dan Keding. The guitarist has been able to offer his talents to our patients, thanks in part to *Artists in Healthcare Manitoba*.

**D**an Keding explains: "I was back in Manitoba, taking a sabbatical year from my music studies at the Community College in Iowa and at the Berklee College of Music in Boston, and before I continued my studies at the University of Manitoba next fall."

"I was trying to find ways to organize concerts. One of my friends was already performing at the Deer Lodge Centre with Artists in Healthcare, so he spoke to me about it. So I contacted Shirley Grierson, the director of the organization, since I already knew her husband. And on December 15, I started playing for St. Boniface Hospital."

To be able to present his music virtually, Dan Keding

needed support from the Hospital.

"I worked with staff at the Mental Health Program and Spiritual Care Services. They found patients interested in viewing or listening to a concert, and made sure they had everything on hand to listen in, most especially speakers.

"I would have preferred to play in person, rather than using Zoom, but given the pandemic, it was the best way to do it. For my part, it was pretty easy. I only needed my guitar and my amp!"

To date, Dan Keding has played 200 hours of music in the span of 11 weeks. "Some of the patients became regular 'attendees', while other patients wanted the occasional performance.

Every time I played, I asked the patient what he or she wanted to hear. I adapted my set list to their choices."

"I got quite a few requests for fifties, sixties and seventies music, jazz, country music, Elvis, you name it! All of that is in my repertoire so it wasn't a problem. And when I got requests for songs I didn't know, I learned them during the week and offered the patient another little concert."

An easy feat for the guitarist, who has played guitar since junior high school and who at one point "was in ten different bands at the same time."

Over and above the live virtual performances, Dan Keding has also recorded a good twenty music videos





Dan KEDING

Courtesy of Jamie Xu

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**“The patients were happy to hear and see me play. Their feedback was very positive.”**

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for St. Boniface Hospital, so that staff can show them to patients at any time.

“The patients were happy to hear and see me play”, notes Dan Keding. “Their feedback was very positive.”

“Because of COVID-19, they were confined to the hospital without being able to have visitors. That’s not

easy. So the concerts brought them some joy and smiles. It was like an escape from the pandemic. It was lovely to see.”

“On top of that, I was able to learn plenty of new songs to please the patients. It was really fun! Most of all, I got to play for people in the middle of a pandemic, which was lucky for me.”

“I also got to familiarize myself with recording and editing videos, using the songs I recorded for the hospital. I was the only one on hand to do the work, so I learned new skills. It’s funny to say this, but without COVID-19 I wouldn’t have acquired the expertise.”

# LIVE COMPASSION IN EVERY ACTION



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# The Family Liaison Project: Compassion in Action

How a spiritual care team is doing its best to keep families connected.

**F**or those staying in the Intensive Care Unit (ICU) and fighting to regain their health, the voice of a loved one or an affectionate touch is an important part of their recovery.

For those who have a loved one in the ICU, the need to be near and offer reassurance is instinctual, and often a way to find solace in an unpredictable situation. With the arrival of the pandemic, visitors are being kept out of the hospital to decrease the risk of an outbreak, leaving a difficult gap for patients and families alike.

Enter the Family Liaison Project. Initially staffed by medical students and now operated in the ICU by Wanda Derksen and Darlene Ingram, this small team is equipped with iPads and a caring, compassionate approach to connection. “We are a team within a team,” explains Derksen.

“There is a larger spiritual care team throughout the hospital, and of course the

incredible nurses and doctors in the ICU who are doing everything they can to care for these very ill patients. We’re all doing our best to get patients and families through this difficult time.”

Derksen and Ingram spend their days helping families to cope with the inability to be physically near their loved ones. While this often includes facilitating virtual visits with the iPads, it also means check-ins and other supports.

“When I call a family member, I start with how they’re doing and what I can do to help them,” explains Derksen. “It’s very stark to see someone intubated, so we warn them, and talk about how they want to move forward. Some want to see their loved ones, some only want their voices to be heard. Every patient and every family is different.”

The reality of Covid-19 is impossible to ignore in the ICU. “Sometimes, a whole family has Covid,” continues Derksen.

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**“This small team is equipped with iPads and a caring, compassionate approach to connection.”**

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Wanda DERKSEN

"Mom is with us in St. Boniface, and Dad is at the Grace Hospital. We offer a compassionate, listening presence and use technology to help bring them together."

Every loved one expresses themselves differently. "We have had entire families sing hymns to their father over the iPad, we've had grown daughters reminding their dads how strong they are and how much they are loved," says Derksen. "It brings you to tears, and it's difficult to see an elderly patient intubated and not think of your own mother or father. It's so heart-breaking for everyone involved."

Derksen is quick to point out that she and Ingram are not alone in their work. "There are some incredible young nurses in the ICU who try to fit in a virtual visit with families when

they're able," she continues. "And what I can say to families is that everything in this ICU is being done with kindness and care. I see the compassion and concern every day here, despite the fatigue, despite the challenges."

"This is very meaningful work," concludes Derksen. "That said, we're hoping that our jobs will end soon because that means families can come back to be with their loved ones. That's what we're holding out hope for. For the hospital and for society, we want everyone to be with their loved ones."

# Two Volunteers Who Wanted to Do Their Part for the Community

When the COVID-19 pandemic first struck Manitoba, Jan Gordon and Amir Shirzadi, two St. Boniface Hospital volunteers, didn't hesitate for very long. As soon as it was possible, they came back to the hospital to lend a hand.



**Jan GORDON**



**Amir SHIRZADI**

**J**an Gordon: "Before COVID, I volunteered in the palliative care unit. More than 20 years ago, my husband died there, and the support I got was incredible. I always wanted to give back to the unit."

"Of course, with COVID, volunteering was no longer possible in palliative care. So I stayed home. Then one day, I was riding the bus and realized that I could still be of use to St. Boniface Hospital. I quickly got in touch with Volunteer Services."

Since the fall of 2020, during two four-hour shifts a week, Jan Gordon is a volunteer ambassador at the main entrance of the hospital. As soon as someone has gone through their COVID-19 screening, she guides them to their appointment in the hospital.

"Finding your way in a hospital can be pretty disconcerting, especially if you're alone and your appointment is potentially distressing. The hallways all look alike. So I'm there, helping out if people feel lost, need





support or someone to push their wheelchair, etc. Whatever the need, I try to respond to it, to make the patient's life a little easier."

Amir Shirzadi, for his part, spent more than a year and a half volunteering in the dialysis unit when COVID-19 forced Volunteer Services to shut down. "I was in tears when I was asked not to come back to the hospital", he confides. "So as soon as I could come back, I did. I think I was the first volunteer to return."

For Shirzadi, it was an easy decision. "I could have stayed home, but I really wanted to be helpful, of some use to the community.

"We're all together in this health crisis. COVID-19 doesn't care if you're white, black, rich, poor, religious or not... So we have to help each other out as much as we can. Yes, there are risks being in the hospital, but we wear our masks and our protective equipment. It feels good being here."

Jan Gordon agrees, and takes a somewhat philosophical view: "During COVID, we all take risks. Everywhere. Whether it's getting groceries or riding the bus."

"Personally, I feel safer giving my time in a hospital, where everyone is very much aware of the risks and wears protective equipment,

than in a grocery store where I can't tell if the customer in front of me has washed his hands or is wearing a mask!"

"I don't feel especially heroic doing what I do. Besides, I get a lot of exercise walking all over the hospital. Volunteering keeps me fit."

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**"We're all together in this health crisis. COVID-19 doesn't care if you're white, black, rich, poor, religious or not... So we have to help each other out as much as we can."**

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Gordon adds that the St. Boniface Hospital staff and all the other volunteers are "incredible", and that "it's always a great joy" to work with them.

Amir Shirzadi shares the sentiment. "I've made a lot of friends at St. Boniface Hospital. The staff is quite welcoming and very supportive. The patients are grateful. As a volunteer in the dialysis unit, I got to know certain patients, because I saw them frequently. They're like family now."

At present, Amir Shirzadi does two four-hour shifts a week, volunteering in three different units: dialysis, where he helps patients get to where they need to be; diagnostic imaging, where he provides support if needed, such as helping patients fill out forms or anything else; and as a hospital ambassador at the main entrance, like Jan Gordon.



# INTEGRATE AND SUSTAIN TRANSFORMATIVE RESEARCH AND TRAINING



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# N95 Mask Re-Use Study, Helping Hospitals Worldwide

After the first wave of COVID-19 infections subsided in the spring of 2020, and a second wave was projected to arrive in the fall, St. Boniface Hospital and its research team at the Albrechtsen Research Centre created an internal taskforce to look at ways to safely re-sterilize N95 masks as a possible contingency plan for anticipated shortages .

**T**he N95 Mask Re-sterilization Taskforce included researchers, physicians, nursing and occupational health and safety experts, medical device experts, laboratory workers and clinical engineering professionals – each playing a crucial role in the study that was ultimately published by the [Journal of Hospital Infection](#).

Dr. Mike Czubryt, Principal Investigator at St. Boniface Hospital Research, Professor of Physiology and Pathophysiology at the University of Manitoba and lead author of the paper, was interviewed by multiple media outlets and the story was picked up elsewhere, including Reddit's r/Coronavirus sub-forum which sees 25,000 daily users from its 2.5 million total global subscribers.

Specifically, the study set out to examine how the wearing of N95 masks by lab workers for up to eight hours, and then re-sterilized, would affect mask performance and efficacy.



Previous studies had suggested autoclave and other forms of re-sterilization of masks was possible up to 10 times, but the St. Boniface team showed that after a second sterilization cycle, the masks started to fail fit testing, rendering them unsafe for use in a healthcare setting.

While the results were discouraging for multiple N95 mask reuse potential, the St. Boniface study proved that a single sterilization cycle was safe, indicating the world's stockpiles of N95 masks could be



DR Mike CZUBRYT

theoretically doubled using this method. This was important at a time when global Personal Protective Equipment (PPE) supply chains were under stress.

Additionally, the workflow described in the paper will continue to be helpful for hospitals everywhere, to safely recycle hundreds of masks per day using common equipment found in most healthcare settings,

and for public health officials to manage N95 needs for the remainder of the COVID-19 pandemic as well as future infectious disease crises.

The study's publication in one of the most accessed medical journals on infection prevention and control gave health care teams around the world the benefit of detailed guidance on how an N95 mask re-sterilization process can be rolled out in

a large urban hospital setting and to assist healthcare decision-makers to more effectively manage N95 mask inventories during infectious disease emergencies.



# Youth BIOlab Jeunesse Goes Virtual During Pandemic

One-of-a-kind facility pivots to continue delivering immersive learning for Manitoba students.



Screenshot of the new Youth BIOlab Jeunesse YouTube page

When COVID-19 restrictions prevented the Youth BIOlab Jeunesse from hosting students in person, the team spent most of the summer of 2020 re-engineering its programming so that young Manitobans in Grades 5 to 12 could continue to benefit from an expanded science curriculum and also access working scientists studying chronic diseases in a real bio-medical research facility.

It was clear a new website would be helpful, so the team created and launched [youthbiolab.ca](https://youthbiolab.ca) so that it could offer a more seamless and centralized place for students, teachers and other visitors to access their new virtual offerings.

This included an original series of educational videos, produced in-house in both official languages, called **Healthy Curiosity/Curiosité saine**, available free on its YouTube channel.

"We invested a ton of hours last summer and early fall, before the second wave really, so we could support students and

teachers through remote learning during the pandemic," said Steve Jones, Youth BIOlab Jeunesse's Director. "Our hard work made the difference in our ability to maintain our connections with classrooms by holding these live 'virtual field trips' where students get to experience the lab online."

From word search puzzles, contact tracing experiment kits, to **Meet a Scientist** live stream series on YouTube, where viewers can interact with working scientists and post-graduate students at St. Boniface Hospital Research, Steve's team has truly gone above and beyond during a difficult time to continue their mission to expand health literacy in youth.

"Now more than ever, with all the misinformation on vaccines and science in general, we are motivated to share the evidence-based approach used in research. Our kids deserve that," he emphasized.



# St. Boniface Hospital Researchers Among World's Top 2%

**A** comprehensive list released by Stanford University in 2020 identified the top 2 percent of the world's nearly 7 million working scientists, and St. Boniface Hospital Research boasts ten of these top scientists in the world.

"This is an impressively high representation for one research facility", said Dr. Grant Pierce, former Executive Director of Research for St. Boniface Hospital. "Considering more than

200 fields of scientific study were included in this roster, this represents an unbiased vindication from a very credible external source of the high quality of research we have here!"

Included among the 6,880,389 listed experts, are the following St. Boniface Hospital Research affiliated individuals and their category of expertise:

• **Dr. Naranjan S. DHALLA**  
Cardiovascular System & Hematology

• **Dr. Ross D. FELDMAN**  
Cardiovascular System & Hematology

• **Dr. Paul FERNYHOUGH**  
Neurology & Neurosurgery

• **Dr. Hilary P GROCOTT**  
Anesthesiology

• **Dr. Lorrie A. KIRSHENBAUM**  
Cardiovascular System & Hematology

• **Dr. William LESLIE**  
Endocrinology & Metabolism

• **Dr. Mohammed H MOGHADASIAN**  
Nutrition & Dietetics

• **Dr. Grant N. PIERCE**  
Cardiovascular System & Hematology

• **Dr. Jitender SAREEN**  
Psychiatry

• **Dr. Pawan K. SINGAL**  
Cardiovascular System & Hematology

Congratulations to each of these individuals, who are all University of Manitoba Faculty members. They, along with all our staff here at St. Boniface Hospital Research, are truly world-class.

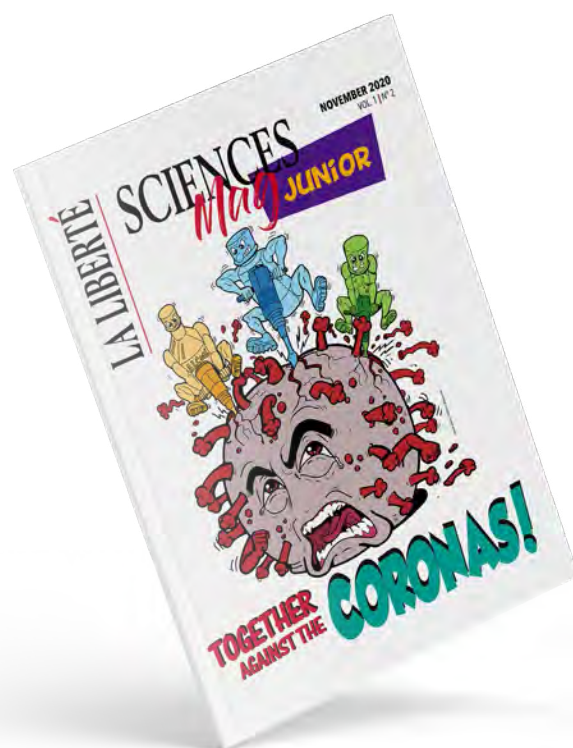
# *La Liberté Sciences Mag Junior:* Helping Youth and their Families Understand Coronaviruses and the Pandemic

Despite being on the frontline of the pandemic, St. Boniface Hospital found a way to reach out to the community by developing with our media partner *La Liberté* and a host of community partners a Youth Coronavirus magazine in both official languages. Families now have a reliable resource to better understand COVID-19.

**T**he first two issues – [No Mercy for the Coronas and Together Against the Coronas!](#) are filled with illustrations and are fun to read. They describe the building-block science concepts and information necessary for understanding viruses and this pandemic. They are packed with practical tips that help kids (and grown-ups!) understand concepts such as the human body's response to the virus.

The high quality of this information is thanks to input from science and health literacy educators including staff from the St. Boniface Hospital Research Centre's Youth BIOlab Jeunesse.

The print and online versions have been a huge success as confirmed by [the first](#) and [second Impact Reports](#). The magazine has been distributed free-of-charge through schools, health agencies and a range of partners across Canada and internationally. Almost 175,000 online and paper copies of the first version alone have been distributed in Manitoba, across Canada and internationally.





# CONTRIBUTE TO AND HELP SHAPE THE PROVINCIAL HEALTHCARE SYSTEM



Hôpital St-Boniface Hospital

ANNUAL REPORT 2020 - 2021



# Emerging Into the Future

How a major capital expansion and redevelopment of the Emergency Department will better serve Manitobans now and for decades to come.

**T**he St. Boniface Hospital is playing a leadership role in providing all the necessary oversight and management during the capital planning, construction and operationalization of its expanded Emergency Department.

As a key decision-maker in this initiative, St. Boniface Hospital is responsible for project integration and reporting, and for managing

project stakeholders, communication, risks and human resources. We are working closely with our partners, Manitoba Health and Seniors, Shared Health and the Winnipeg Regional Health Authority, in rolling out this expansion.

When contemplating the upcoming expansion of the St. Boniface Hospital's Emergency Department, the department's





An artist's rendering which shows a possible design for the new Emergency Department entrance

Medical Director Dr. Paul Ratana draws parallels to visiting Winnipeg's new international airport for the first time.

"You know you have to go to a gate to catch a plane, that's not new," he says. "But with new design and architecture, it's a more intuitive experience, easier to navigate and more comfortable."

"That's what we're aiming for here: for a patient to receive the very best care, we need an environment that facilitates that."

Due to start construction in 2023 and with an anticipated opening date of 2025, the new Emergency Department will replace and expand the footprint of the current structure along the south end of the campus.

"The space will nearly triple in size," explains Dr. Ratana. "Currently, our Emergency Department spans four buildings so it's not as integrated as it could be. This will be a complete renovation, involving the demolition of certain areas of the current structure in order to create a space that functions best for patients."

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**"Personally, I anticipate that patients will have enhanced access to the services they need. It will be a better environment to be in, for patients and staff alike."**

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While many physical changes will come, a shift in services will make a huge impact on patient experience, as well.

"Currently, we have x-ray services here in the Emergency Department, but if a patient needs ultrasound, CT scan or radiology services, they must be transported to the 2nd floor. With this expansion, all those diagnostic services will be housed in the department."

"We hope this will translate to faster treatment for patients but also provide them a better experience. When you're feeling unwell, the more you can stay put and rest, the better."





Dr. Ratana, who has been very involved in the planning of the new department, admits that there are almost too many changes to name.

“Every aspect has been thought out and will dramatically increase efficiencies,” he confirms. “Our ambulance bays will hold 10 vehicles instead of 2. We will have largely private rooms throughout the department, which is the gold standard on infection control and gives patients a sense of privacy. The resuscitation room will be much improved. More spaces will be dedicated to mental health and they’ll be significantly more comfortable for those patients. The list of upgrades is long.”

The planning stages for the expansion have been extensive and included in-depth modeling in a bid to plan for the future.

“This isn’t just a renovation to suit Manitoba in 2025,” continues Dr. Ratana. “We’ve looked at what our population will be like in 20 years. How old will people be? How many of them will have heart disease? We’re designing an Emergency Department that will serve our community for 25 to 30 years, so we’ll have room to grow.”

Accessibility, waiting rooms and privacy have also been considered.

“Overall, we’re trying to improve comfort and reduce anxiety for patients coming in to the department,” explains Dr. Ratana. “We want less barriers, less noise, and more space. Our waiting room will be larger, but

we hope the overarching changes will mean people have to spend less time there.”

Staff needs have not been forgotten in the planning process. “We will have more areas where staff can pause for lunch or for a break,” Dr. Ratana continues. “With the increased space, we’ll have room for adequate facilities for them. For example, being able to shower when your shift is over before you head home to your family; this is the type of thing that makes a real difference to those who work here every day.”

With much work ahead, Dr. Ratana is optimistic about the final outcome.

“Personally, I anticipate that patients will have enhanced access to the services they need. It will be a better environment to be in, for patients and staff alike,” he concludes.

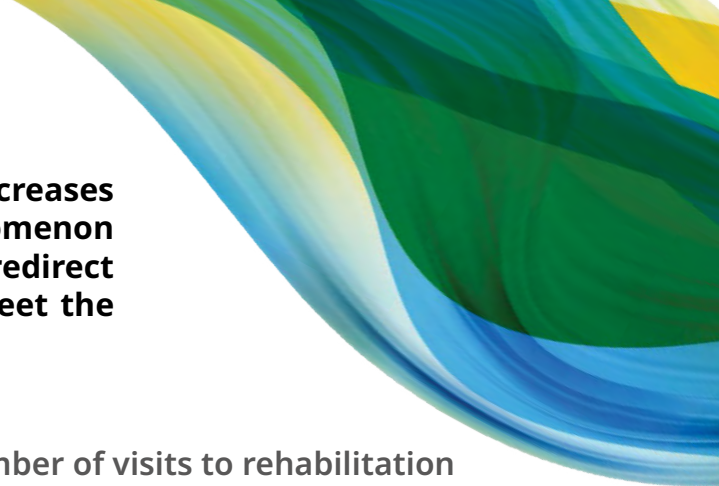
# FACTS AND FIGURES IN 2020-2021



Hôpital St-Boniface Hospital

ANNUAL REPORT 2020 - 2021





In general, there have been some significant decreases in activities compared to last year. This phenomenon is directly related to the pandemic. We had to redirect some resources from St. Boniface Hospital to meet the needs of Manitobans.

Total number of admissions:

**24,895**

- 14 % from 2019-2020

Average length of stay:

**5.7 days**

- 0.2 days from 2019-2020

Room occupancy rate:

**76.4 %**

- 16 % from 2019-2020

Total number of day service visits:

**199,354**

- 4 % from 2019-2020

Number of remote visits  
(by phone):

**23,005**

Number of diagnostic tests:

**222,859**

- 14 % from 2019-2020

Number of visits to rehabilitation  
services (audiology, speech therapy,  
physiotherapy, occupational therapy):

**61,003**

- 16 % from 2019-2020

Number of social work consultations:

**5,896**

- 43 % from 2019-2020

Number of mothers who gave birth:

**4,623**

- 18 % from 2019-2020

Number of cardiac examinations:

**8,018**

- 10 % from 2019-2020

Total number of surgeries performed:

**12,106**

- 18 % from 2019-2020

Number of heart surgeries:

**916**

- 15 % from 2019-2020



# CONDENSED CONSOLIDATED STATEMENTS



Hôpital St-Boniface Hospital

ANNUAL REPORT 2020 - 2021

# ST. BONIFACE HOSPITAL INC.

March 31, 2021, with comparative information for March 31, 2020 (in thousands of dollars)

## CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

### FINANCIAL ASSETS

	March 31, 2021	March 31, 2020
Cash and investments	\$ 18,723	\$ 21,544
Accounts receivable	17,492	7,852
Future employee benefits recoverable from Winnipeg Regional Health Authority	25,401	25,926
Investments	122	122
	61,738	55,444

### LIABILITIES

Accounts payable and accrued liabilities	49,621	41,124
Future employee benefits payable	30,083	30,417
Unearned revenue	14,294	12,040
Long-term debt	73,940	75,968
	167,938	159,549
Net debt	(106,200)	(104,105)

### NON-FINANCIAL ASSETS

Tangible capital assets	162,820	166,934
Inventories	9,671	9,091
Prepaid expenses	1,648	1,628
	174,139	177,653
Accumulated surplus	\$ 67,939	\$ 73,548

Year ended March 31, 2021 with comparative information for 2020 (in thousands of dollars)

## CONDENSED CONSOLIDATED STATEMENT OF OPERATIONS

### REVENUE

	2021	2020
Winnipeg Regional Health Authority	\$ 319,311	\$ 311,077
Patient services	5,571	8,815
Non-insured services	12,825	13,873
Government transfers related to capital	10,925	9,371
Other income	3,447	3,290
Total revenue	352,079	346,426

### EXPENSES

Insured services programs	269,824	273,733
Indirect services	74,931	63,816
Non-insured services	12,933	13,637
Total expenses	357,688	351,186
Annual deficit	\$ (5,609)	\$ (4,760)

## CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

### Cash provided by (used in):

Operating activities	8,375	19,344
Capital activities	(9,168)	(4,237)
Investing activities	-	53
Financing activities	(2,028)	(4,250)
Increase (decrease) in cash	\$ (2,821)	\$ 10,910

These condensed consolidated financial statements have been extracted from audited consolidated financial statements, which on June 8, 2021, KPMG LLP reported an unqualified audit opinion on.



# BOARD OF DIRECTORS 2020-2021

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**Jacqueline GOSSELIN**, Vice-Chair

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**Dr. Henry FRIESEN**

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**Hôpital St-Boniface Hospital**

**ANNUAL REPORT 2020 - 2021**





A heart-shaped snow sculpture  
to celebrate 150 years with gratitude

During the Festival du Voyageur, you may have noticed a magnificent snow sculpture near the entrance of the Education Building on Taché Avenue.

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Entitled **Thank You from The Heart**, this sculpture featured two heart-forming hands and celebrated in style a landmark event of 2021: the 150th anniversary of St. Boniface Hospital, founded in 1871 by the Sisters of Charity of Montreal – the Grey Nuns.

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We thank the artists Gary Tessier and Madeleine Vrignon, as well as their son André Vrignon-Tessier, creators of this sculpture, and would also like to extend our thanks to the St. Boniface Hospital Foundation and our owner, Réseau Compassion Network, without whom this project would not have been possible

