



Hôpital St-Boniface Hospital

ANNUAL REPORT 2022 - 2023

AFTER THE PANDEMIC, A NEW BEGINNING



St. Boniface Hospital is located on the traditional territories of the Anishinaabe, Cree, Oji-Cree, Dakota, and Dene peoples, and on the national homeland of the Red River Métis.

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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Message from the Board Chair Debbie Brown



DEBBIE BROWN.

Photo : Courtesy of St. Boniface Hospital

It's been an incredible year at St. Boniface Hospital, with many changes on the horizon as our hospital finally returns to pre-pandemic operations.

It's been an honour and a privilege to be the first female layperson to chair our board, and to be the first woman to act as chair since the early 1970s, when our board chairs were still Grey Nuns themselves.

I'm very proud of the hard work and dedication from our

doctors and nurses and indeed all our staff, and of everyone's commitment to providing compassionate care to the community we serve, and to each other.

Although we have come out of challenging times, we know there's still much work to do. Now more than ever we will work to ensure our Mission and Values align with the Manitobans who rely on our services.

Over the past year, the board moved forward in many areas, including the hiring of a new President and CEO, Nicole Aminot, who had previously held the interim President and CEO position, and who had previously worked at the hospital as Chief Financial Officer and Executive Director of Support Services. We are so grateful for her leadership, guiding our hospital out of the pandemic and transitioning to more normal times.

The board reconstituted many of its committees that had been put on hold during COVID-19, and we are also grateful for all

the volunteers who gladly gave us their time and talents to support these committees.

The board approved the 2023-2026 strategic plan with the addition of three key priorities: Truth and Reconciliation, Environmental Responsibility and Equity, Diversity and Inclusion. These additions will help guide our actions over the next few years.

At this time in St. Boniface Hospital's history, there is an ever-increasing need for compassionate leadership at all levels, to facilitate better outcomes despite the challenges we face in health care system in Manitoba.

On behalf of the entire Board of Directors, a big thank you to all our staff, physicians and volunteers for making our hospital a world class centre of health-care excellence and research.

I believe there is much room for hope, compassion, and continued resilience for years to come.

Debbie Brown

St-Boniface Hospital
Board Chair

Message from the President and CEO, Nicole Aminot

As I reflect on this past year, and the challenges we had to overcome as a hospital, I'm more than happy to say we've now turned a corner, and we couldn't have done this without the resilience and courage of all our staff.

As we move to put the COVID-19 pandemic behind us, I want to thank all our nurses, physicians and staff for their incredible work and unwavering commitment to the patients we serve. We not only survived one of the worst pandemics in our history, but we provided excellent care to our patients in spite of it all.

As I have said before, I see many signs of hope and renewal as we look to the future. We have already made great progress to our Emergency Department, a \$141 million-dollar redevelopment project that will improve patient and staff experience.

The plan includes expanding our waiting room and triage area, adding a new diagnostic imaging suite, a new mental health

treatment area, and renovating our Jack and Sheldon Forgan South Entrance. It's a project we should all be very excited about. I take great pride in knowing that when it's completed, our hospital will be in an even better position to provide the best quality care for our community and better meet the needs of our front-line staff.

Our Mission and Values are at the core of who we are. The Grey Nuns, founders of St. Boniface Hospital, have entrusted us with their mission to serve Manitobans with compassionate care and courageous innovation. I believe we have demonstrated that, and will continue to do so.

We are deeply committed to acknowledge and examine truths about people's experiences when they visit our hospital. We will prioritize safety, and challenge stereotypes to put an end to systemic barriers to help ensure everyone has equal access to health-care.

As a faith-based hospital we stand for Truth and Reconciliation



NICOLE AMINOT.

Photo : Courtesy of Nicole Aminot

which means recognizing our connection to the Catholic church and our responsibility to make changes and correct the harms of the past. It's an approach that is guided by some of our principles which includes enhancing tertiary patient care excellence and striving to be l'hôpital de chez-nous.

And most importantly, we are committed to understanding, respecting, supporting and learning from each other so we can continue moving forward the right way.

Nicole Aminot

President and CEO of
St. Boniface Hospital

In memory of Tom Carson



St. Boniface Hospital would like to dedicate this annual report to Tom Carson, a longtime hospital board member and former board chair.

Tom passed away Nov. 16, 2022, at the age of 75, while still an active member of the St. Boniface Hospital Board. He will be dearly missed.

Tom first joined the St. Boniface Hospital Board of Directors in 2009, and remained a board member and a member of the board's Finance and Audit Committee right up until his passing.

He served as board chair for five years, including being at the helm throughout the COVID-19 pandemic, only retiring as chair in June 2022.

Tom was known as a cheerful, kind-hearted person, as well as being a skilled, professional and highly competent board chair and director, who always had the best interests of the hospital's patients and staff at heart.

The entire St. Boniface Hospital community mourns his passing, and sends its sincere condolences to Tom's family and many friends. This report is dedicated to his memory.

TOM CARSON

Photo : Courtesy of St-Boniface Hospital

SPIRITUAL PURPOSE

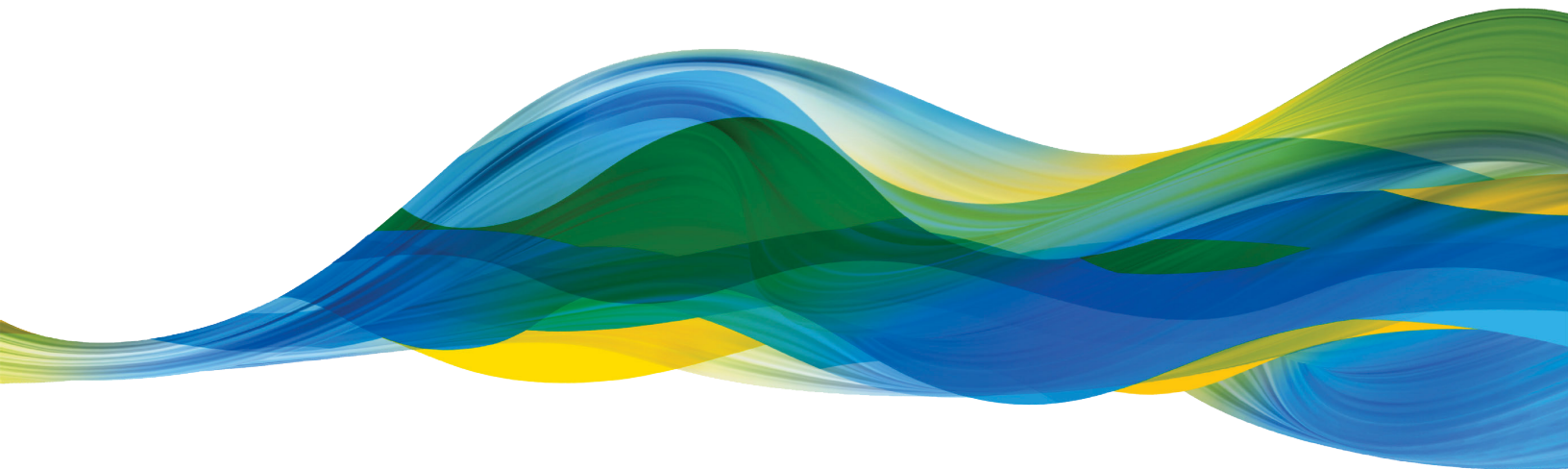
Compassion uplifts us as individuals, enriches our relationships, and enhances our hospital's capacity to heal. To uphold our longstanding dedication to compassionate care, we will foster the conditions in which the spirit of compassion can flourish throughout our hospital – personally, interpersonally, and organizationally.

We will demonstrate compassion for future generations by considering our impact on the environment.

We will seek to deliver care for all our patients with compassion at every step, and, in doing so, we will be a leader and a model for other Canadian healthcare organizations.

We will prioritize safety, holistic wellness and work-life balance.

In partnership with the Réseau Compassion Network and its communities of service, with the St. Boniface Hospital Foundation and other community providers, we will strengthen links with our various constituencies via collaborations and outreach in communal learning, healing and health promotion initiatives.



In-house recognition program supported by Salisbury House

An initiative financially supported by



Hôpital St-Boniface Hospital
FONDATION • FOUNDATION

Salisbury House has partnered with the St. Boniface Hospital Foundation to give hospital employees an appreciation gift. Lisa Thomson Stifora of the St. Boniface Hospital Foundation and Paul Turenne of St. Boniface Hospital explain.



LISA THOMSON STIFORA.

Photo : Courtesy of Lisa Thomson Stifora



PAUL TURENNE.

Photo : Raphaël Boutroy

"In September 2022, Salisbury House approached us with a community fundraising project, the Sals Pay-it-Forward campaign," recalls Lisa Thomson Stifora, director of communications and stewardship for the St. Boniface Hospital Foundation. "They wanted us to encourage our supporters to make donations to the Foundation or to Salisbury House for the Foundation, which would then be converted into

Salisbury House gift cards for hospital staff."

The campaign ran from September to November 2022. After two months, St. Boniface Hospital had received more than 500 gift cards each worth \$25 to give back to its staff. In addition to the cards, the Foundation also received over \$7,000 from Salisbury House as an additional cash donation.

Once the gift cards were received, St. Boniface Hospital

A few of the Salisbury House gift card winners : from left to right, Lisa **Smith**, Brian **Slipec**, Erin **Van Lankvelt**, Kristine **Legaspi**, Peter **Combiadakis** and Donnalda **Friesen**.

Photos : Courtesy of St. Boniface Hospital



and the Foundation had free rein to redistribute them to staff as they saw fit. After brainstorming with Paul Turenne, Senior Corporate Affairs and Engagement Officer at St. Boniface Hospital, it was decided to establish a program to nominate deserving colleagues.

"All staff in all areas were encouraged to nominate their colleagues who are doing a good job or making a difference in people's lives, whether it be for patients or other hospital staff members. Colleagues who they felt deserved to be recognized," says Lisa Thomson Stifora.

As soon as the program was launched in December, nominations poured in. "We had 70 nominations on the first day!," she says. "Despite their busy schedules, people really took the time to recognize their colleagues, and to share great

stories about them so they could be recognized. It was very nice to see."

Paul Turenne elaborates, "We received nominations of people who worked very hard, helped others, took initiative, improved the workplace culture, etc., and this was in all kinds of areas: lab staff, administrative staff, carpenters, painters, food service staff, housekeeping staff... We were able to give awards to all departments."

As of May 2023, half of the gift cards had been distributed, four per recipient, that is to say \$100 each at Salisbury House.

Other than on some special weeks, "we've been recognizing an average of two people a week since December," says Paul Turenne. "It shows how we value our colleagues at St. Boniface Hospital. Supporting each other is important to us."

In addition to the gift cards, each recipient is also recognized on the hospital's intranet and social media. "We are very proud that Salisbury House invited us to participate in their campaign," says Lisa Thomson Stifora. "It's an inspiring way to give back to those who helped us so much during the pandemic. A lot of the winners can't believe it! They are very emotional."

Paul Turenne confirms, "You see big smiles when the winners come to pick up their gift cards. They feel valued. It's a very positive experience, and it's good for all the staff because it encourages everyone to do well."

St. Boniface Hospital and the Foundation will continue to distribute the Salisbury House gift cards until they are all gone, as long as nominations are received.



Unseen St. B: a Portrait of our Hospital

An initiative financially supported by



Hôpital St-Boniface Hospital
FONDATION • FOUNDATION



HANNAH_G.

Photo : Courtesy of @qimspo

To celebrate the 15th anniversary of Galerie Buhler Gallery at St. Boniface Hospital, a special exhibit was created, entitled *Unseen St. B*, which was a series of photographs taken by hospital staff and volunteers. It showed from September 2022 to January 2023.

Thanks to the generosity and vision of philanthropists John and Bonnie Buhler, the Buhler Gallery was born more than 15 years ago.

"We wanted to do a big event to celebrate our 15th anniversary", says hannah_g, curator at the Buhler Gallery. "I was new to the

hospital as well and I was getting to know everyone. I thought it would be a great opportunity for me to meet people and to really get to know St. Boniface Hospital and bring that into the exhibition."

For this special anniversary exhibition, hannah_g wanted to centre the people who make the hospital such a unique place, so she invited all of the staff and all of the volunteers to take a single photo from their workday, and thus let the people of the hospital decide what they wanted to show.

hannah_g and the team at the Gallery were pleased to have received about 130 pictures, from all kind of staff. "A person working in maintenance took a photo where some of the air exchange things are kept", describes hannah_g. "It's the kind of place you would not be able to get to



Downtime, by Jinkee Nuqui,
Registered Nurse.

Photo : Courtesy of Jinkee Nuqui

most of the time. There were also funny photos, such as an image of 'one of those days': an exploded cup of milkshake on a work desk."

Photographs from office windows, of the hospital campus or of their work station; the series of photos is full of colors, diversity, memories



and imagination. It's like diving into their day-to-day life at the hospital.

Some more serious photos, such as one of blood spilled on the floor during a procedure, for instance, were also shared by staff. "To me, that is important to include, because it is part of our bodies, it is part of a lot of lives at the hospital", shares hannah_g. "Each one is unique; each one is important. Together, they create a communal portrait of St. B Hospital."

"It has been a really tough time", adds hannah_g. "People went through serious experiences during the pandemic. People were tired. I wanted the staff to be able to participate in something that

would celebrate their life at the hospital and also share this with the public."

hannah_g took some of the pictures and had them blown up into really large black and white images on vinyl wallpaper that covered the gallery's walls.

"I really wanted to monumentalize the photos", says hannah_g. "I am very grateful to local artist Matea Radic, who had the idea for the wallpaper. And I am grateful to everybody who participated and for how much support we had at all levels. It was an amazing experience. People were really moved to see the photos by their colleagues. They shared lots of memories. It was really sweet."

Pink Repose, by Sandi & Yvonne, volunteers.

Photo : Courtesy of Sandi & Yvonne



Supper Break Sunset, by Courtney Paquette, from the team at ICCS.

Photo : Courtesy of Courtney Paquette



The Medical Device Reprocessing Unit at St. Boniface Hospital employs approximately 50 people. Their task is to clean, decontaminate and sterilize medical devices, such as surgical instruments, scopes, and bed pans, to prepare them for another round of patient use. To do so, they use equipment like washer/disinfectors, ultrasonic cleaners, High Level Disinfection (HLD) Medivators, pasteurizers and sterilizers. Here is a day in their life, in pictures.

This is but one of the many teams that allow our hospital to run. Our thanks go out to them all!

photos : Raphaël Boutroy





MEETING UNMET NEEDS

We are dedicated to fulfilling our role as a leading bilingual hospital in Manitoba for patients requiring tertiary and cardiac care.

We will be sensitive to the cultural needs and practices of all communities.

We will endeavour to secure the required space, time and resources to sustain and stimulate cutting-edge research that paves the way for state-of-the-art patient care.

We will nurture our entrepreneurial thinking.

We will further strengthen partnerships with the University of Manitoba, other universities and innovation hubs locally, nationally and abroad, to support novel and large-scale research collaborations.

Our scientists and clinicians will work together to increase our clinical research.

We will work closely in concert with our post-secondary partners to continue building transformative learning opportunities for trainees, from a diversity of backgrounds and constituencies, across disciplines that contribute to provincial and national patient care excellence.

Wayfinding: a Priority

An initiative financially supported by



Hôpital St-Boniface Hospital
FONDATION • FOUNDATION

St. Boniface Hospital has undertaken a major project to redesign its internal wayfinding system, with the ultimate goal of ensuring that every patient, visitor and new staff member can find their way around our buildings without difficulty.



TANYA GADD.

Photo : Marta Guerrero

For a very long time, there have been stories of missed medical appointments at St. Boniface Hospital. Here's why: people would get lost in the building and never find the place where their appointment was to take place, or they would find it too late. The entire hospital staff wanted to remedy this situation.

"When I think back, I've been working at St. Boniface Hospital for 22 years and the issue of wayfinding inside the hospital has always been a hot topic", shares Tanya Gadd, St. Boniface Hospital's Business Operations Manager. "As new areas and buildings were being added to the campus, things have become increasingly confusing for everyone. Yet it is so crucial to know where to go in a hospital!"

Paul Turenne, Senior Corporate Affairs and Engagement Officer at St. Boniface Hospital, agrees: "Oftentimes it's stressful enough to have an appointment at the hospital, or to visit someone who has been hospitalized. We don't want to add to that stress by making them get lost! We would rather do everything we can to make sure they have as positive an experience as possible."

"Even for our staff, it would be better if people could navigate more easily. They often have to help people find their way. They're always very happy to help, but it does cost them a lot of time."

Furthermore, since St. Boniface Hospital expanded at different times, the wayfinding systems within the building vary from one area to another. "Right now, we have several styles of wayfinding. Nothing is centralized and that confuses people. We really needed to harmonize our entire system," says Turenne.

Tanya Gadd also points out that some staff members, in response to this confusion, tend to "create their own signs. They do it to help, but it actually confuses people even more".

A committee was therefore formed in June 2020, with the support of the hospital management, to discuss the project of a harmonized wayfinding system inside the hospital.

However, the COVID-19 pandemic put this project on pause. The committee resumed its work in March 2022, sent out a request for proposals, and then decided in December 2022 to hire a company that



PAUL TURENNE.

Photo : Raphaël Boutroy

specializes in wayfinding system design: Fathom Studio. This Nova Scotia company designed the University of Manitoba's wayfinding system, among others.

"Everything will be changed. There will be new signs with new symbols, and new markings on the floor and walls," says Paul Turenne.

Tanya Gadd adds, "There will be a new space organization by zones, each one with its own color and symbol. In addition, the signs will be in English,

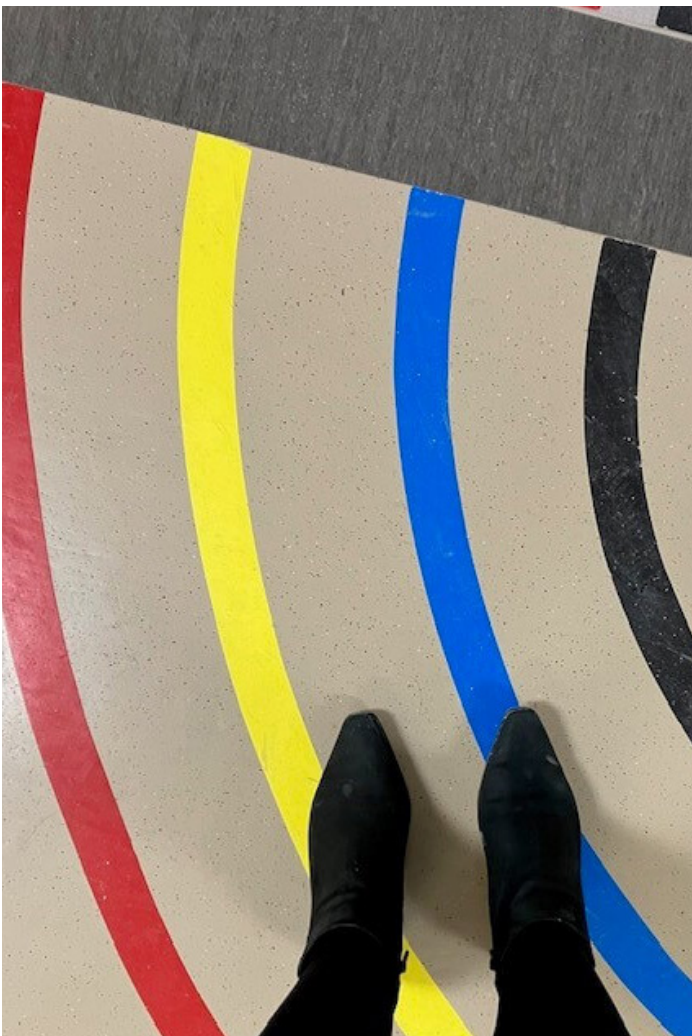
French and Braille for the visually impaired."

Since the initial committee, other people became involved. This includes representatives from various positions and sectors of St. Boniface Hospital who are familiar with the problematic areas, such as housekeeping, patient registration services, and volunteers.

"The staff is very involved and motivated by this project," says Tanya Gadd. "We have a great collaboration with Fathom

Studio. I am confident the result will be the perfect fit for us."

The first phase of this major project focuses on the ground and first floors, where most appointments take place. By the end of June 2023, the final plans and designs should be completed and unveiled to all staff. Installation of the new signs is expected to begin in the second half of 2023, starting in the atrium, corridors, elevators, stairwells and tunnels that connect the hospital with the I.H. Asper Institute and the McEwen Centre.



St. Boniface Hospital's old floor wayfinding system

Photo : Courtesy of St. Boniface Hospital



A glimpse of St. Boniface Hospital's new centralized visual wayfinding system. Installation is expected to begin by the end of 2023.

Photo : Courtesy of Fathom Studio

The Emergency Department takes shape

During the past year, major progress has occurred in the construction of the new Emergency Department of St. Boniface Hospital. “There was a lot of preparation work required before the new ED build could begin, we first decanted and renovated several areas of the existing hospital surrounding the new build, which affected multiple departments”, says Chad Keating, Engineering Project Coordinator as part of Capital Planning.

“After that, we knocked down the large building called D-block, about a year ago now. It meant having to move out a lot of staff and find another home somewhere else in the hospital. We are now working on the new structure, that will be in the same location as the old D-block, but with a much larger footprint; four-to-five times bigger.”

Then, in early 2023, the Emergency Department saw some big changes, noticeable not only by staff, but also by patients and visitors. “January saw the opening of our new driveway and canopy for public vehicles and Emergency Medical Services (EMS)”, explains Erin James, Emergency Department Program Director.

“January also saw us close the original Emergency Department entryway doors”, adds Erin James. “I have been coming in and out of those doors every day



CHAD KEATING.

Photo : Marta Guerrero

for the last 20 years, so that was a bittersweet moment.”

For Erin James, this kind of change really demonstrates the progress that is being made. “Opening this new driveway would not be possible without all the behind-the-scenes work leading up to it.”

This driveway will remain an access point for the public when the new Emergency Department opens, with the only difference being that it will not be shared with EMS anymore, as they will have their own separate entryway, with an underground access.

As Engineering Project Coordinator, Chad Keating is at the centre of the new Emergency Department construction project. He knows how these projects with such large scope can have their share of challenges.



ERIN JAMES.

Photo : Marta Guerrero

“We had to close down the old ED entrance, South entrance and South parking lot for quite a while to accommodate construction. Temporary pathways were built to provide patients and staff access, but so there was a bit of a learning curve for patients and staff navigating these changes”.

“There are definitely construction challenges as well, lots of unforeseen site conditions with this project, but we have an excellent construction team with a lot of experience and have been able to work through the challenges.”

The goal is to occupy the new Emergency Department in 2025. Staff can begin training and getting accustomed to the new building, before opening to the public in Fall 2025. “Once we move the Emergency Department out from their

current space to the new space, we will start the last phase of the project, which is renovating the current Emergency Department”, explains Chad Keating. “Renovations of that space will last for another year.”

As the construction continues, changes will occur on the landscape almost daily. Erin

James says that “it is important to be mindful of all the people affected, so a lot of communication is required to keep everybody up to date with these week-to-week changes.”

There is also background work ongoing, in terms of operational readiness, to ensure that all the staff have new processes

in place to do the work they are currently doing in a new environment. “I look forward to seeing the progress we make from now until next year,” shares Erin James. “I’m excited to see how we could better assist our population and better serve our community in 2025.”



Photos : Courtesy of St. Boniface Hospital

ETHICS

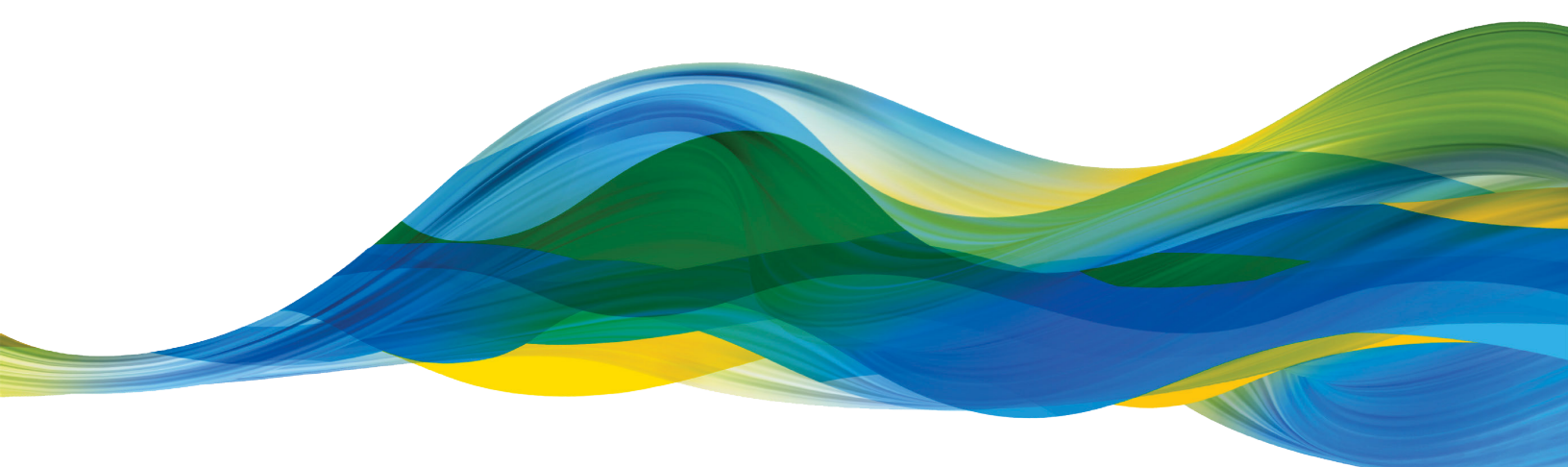
We are committed to understanding, respecting, supporting, empowering and celebrating our team members. Our workplace will be one where uniqueness is valued and that is accessible and equitable for all.

We will build leadership capacity across the hospital to enable employees, physicians and volunteers to be leaders in their respective functions.

We will listen to and learn from each other, developing enhanced internal communication processes organization-wide.

We are dedicated to working with our Indigenous staff and physicians, our Indigenous patients and visitors, and with the Indigenous community at large, in acknowledging truth and advancing reconciliation.

We will set an example in making reconciliation and the removal of all forms of discrimination a priority.



A Compass for Our Hospital's Values

After the success of a brand new and complete ***Patient Charter of Rights and Responsibilities***, launched in 2021-2022, St. Boniface Hospital's Health Care Ethics Service accomplished another major project: a ***Code of Ethics***.



KATARINA LEE-AMEDURI.

Photo : Marta Guerrero

This ***Code of Ethics*** emphasizes five core values at St. Boniface Hospital, to keep in mind in daily actions: compassion, agility, advocacy, discovery and passion. It is meant as a complement to the ***Patient Charter of Rights and Responsibilities***.

Katarina Lee-Ameduri, Clinical Ethicist at St. Boniface Hospital: "The Code of Ethics was created for staff to have guidance in a reflective way on the values of St. Boniface Hospital" she says. "The Code is really looking at those values, but is also looking at the Health Ethics Guide, in order to make a more accessible tool for staff."

This document went through Ethics Council, Policy Council and the Executive of the hospital. It has also been illustrated in video format, which will be available on the St. Boniface Hospital website. "This format is interesting, fun, relevant and easy to use", says Katarina Lee-Ameduri. "It is something that staff is able to see and engage with."

Treating people with compassion is probably the main priority reflected in the Code of Ethics. Katarina Lee-Ameduri adds: "Respecting individuals from the beginning to the end of life and making sure that their care is seen as of utmost importance is a high priority also reflected in the Code of Ethics."

Katarina Lee-Ameduri hopes that this new Code of Ethics, in its written or video format, will inspire other organizations to implement something similar with their own staff.

"My hope is that our Code of Ethics will be used as an example for other organizations, particularly the ones who belong to the Réseau Compassion Network, but also other organizations" says Katarina Lee-Ameduri. "It is important that health care organizations have one."

"My other hope is that this will be used as a mechanism so the staff are aware that they work in an organization that cares about Ethics" adds Katarina Lee-Ameduri.

Photo : Pixabay

Towards an inclusive, reconciled and environmentally responsible place

The St. Boniface Hospital Board of Directors voted in February 2023 to add three goals to the organization's Strategic Plan: truth and reconciliation with Indigenous peoples, equity and diversity in all its forms, and environmental responsibility.

With the plan set to expire at the end of this year, a review of the St. Boniface Hospital's 2020-2023 Strategic Plan took place in the fall of 2022, with the Board of Directors. The review revealed important pieces missing, not to mention that the COVID-19 pandemic had put a damper on the full achievement of all objectives.

The Board of Directors therefore voted unanimously to add three cross-cutting concepts to the Plan: truth and reconciliation, equity and diversity, and environmental responsibility.

Hospital management wove them into the pillars of the plan: *Focus on Our People, Sustain and Enhance Tertiary Patient Care Excellence, Be l'hôpital de chez nous, Live Compassion in Every Action, Integrate and Sustain Transformative Research and Teaching, and Contribute to and Help Shape the Provincial Healthcare System.*

"Everyone agreed there was a need to add these topics to our strategic plan", says Nicole Aminot, president and CEO of St. Boniface Hospital. "We all

recognize our responsibility to correct harms of the past and create a safe and inclusive hospital."

Specifically, the new amendments state that St. Boniface Hospital is committed to hearing and acknowledging truth and wrong-doings in its everyday work, attitudes and practices that may advantage one group over another; to learning how it can become a steward of the environment; and to working with humility towards becoming a more reconciled, equitable, diverse and inclusive hospital for all.

To honor these new goals, thanks to funding from the St. Boniface Hospital Foundation, St. Boniface Hospital hired Ryan Thomas in late May 2023 as the hospital's first-ever Truth and Reconciliation Specialist.

"This is a brand new position," says Nicole Aminot. "This hospital's work and journey towards truth and reconciliation were too important to have someone take care of it quickly on the corner of a desk, between other tasks. We wanted someone who would just focus on that."



NICOLE AMINOT.

Photo : Courtesy of Nicole Aminot

Ryan Thomas, himself of Indigenous heritage, is tasked with taking stock of the current situation at St. Boniface Hospital (Indigenous representation within staff, practices, dedicated spaces, etc.) and proposing new practices and space arrangements to better serve and respect the needs of Indigenous people, while ensuring that the staff receive adequate training for it. He will work closely with Human Resources.

"We wanted ideas to come from people who are directly concerned, so Ryan Thomas

was an ideal choice,” says Nicole Aminot. “He will be able to ensure that we are doing the right thing for reconciliation with Indigenous peoples. He will be the perfect link between St. Boniface Hospital and the Indigenous community.”

St. Boniface Hospital also approached the Rainbow Resource Centre in order to offer workshops to managers on how to create a safe and inclusive environment for all patients and staff regardless of their gender. “We have over 100 managers, so

there will be several sessions,” says Nicole Aminot. “We hope to be able to start as early as July.”

In addition, the Strategic Plan, which was set to expire in 2022-2023, has been extended for another three years until 2025-2026.



Photo : Envato Elements



Photo : Marta Guerrero



Photo : Envato Elements

SUSTAINABILITY

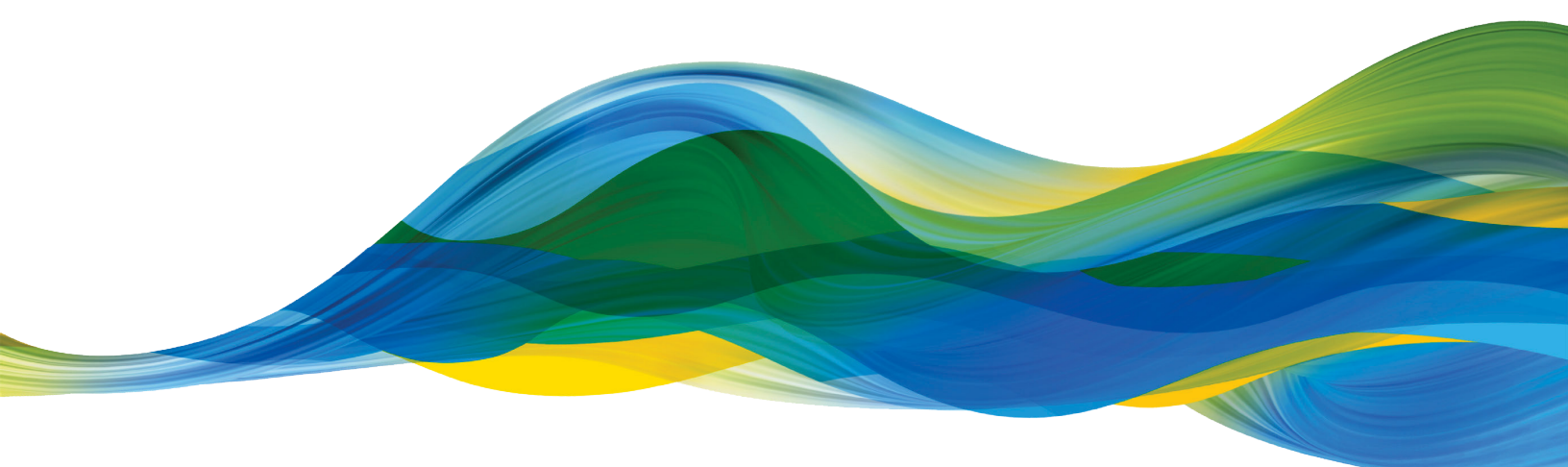
We will work collaboratively to encourage and enable innovation, improved programs and processes, increased efficiency and reduced waste, all in areas that will have the most impact on care and on our environment. To complement these efforts, we will better optimize and harmonize evaluation, reporting and risk management to ensure that useful, timely and accessible data inform our care decisions.

We will strive for appropriate staffing ratios and engage in proactive and inclusive recruitment and retention strategies.

We will promote a workplace of collaboration, inter-professional teams, and cross-organization cohesion.

We will increase our focus on learning and development opportunities.

We will aim to set an example in seeking thoughtfully developed care solutions for our patients and families, with a view to advancing overall regional and provincial healthcare.



A Competition to Generate Positive Thinking

In early February 2023, St. Boniface Hospital launched its first Ideas Competition. Lasting two months, and open to all hospital staff without exception, the contest was designed to collect ideas from everyone in the hospital community.



PAUL TURENNE.

photo : Raphaël Boutroy



CAROL DAVIS.

photo : Courtesy of St. Boniface Hospital

A total of 35 ideas were received and reviewed, from staff members of all levels and positions. “Whether it was for the building or to suggest a new event, every idea was highly valued by the judging committee, which was composed of management and board members,” explains Paul Turenne, Senior Corporate Affairs and Engagement Officer at St. Boniface Hospital.

“Obviously, we will consider implementing the three winning ideas, but not only that. We will also explore the feasibility of other proposed projects, as we have received many very good ideas, even if they didn’t win.”

The project is an initiative of the St. Boniface Hospital Medical Advisory Committee, specifically the committee’s chair at the time, Dr. Rizwan Manji, and was launched with this mantra in mind: Change your mindset, change the game.

“In creating this staff competition, his goal was to stimulate positive thinking within our population,” says Paul Turenne. “Thinking positively helps with mental health”.

With the goal of finding innovative ideas to solve certain challenges within the hospital,

this contest is simple: whether you are a medical staff member or a volunteer, everyone has the chance to share the idea of their choice for the future of the hospital.

The three winners of the Ideas Competition, announced on May 19, 2023, are, from first place to third place: Carol Davis, Pharmacy Manager; Anita Maric, Lorraine Avery, and Craig Hillier from Cardiac Sciences; and Saxon Duncan, Nurse in Neonatal Intensive Care Unit.

They won \$1,000, \$500 and \$250 respectively. Paul Turenne: “This money is not for implementing their idea, it is actually for themselves, personally.”

Carol Davis’ winning idea proposes to distribute ‘fanny pack pouches’ to patients, which could help reduce the amount of medication that gets lost or wasted during their stay.

“We know the medication ends up somewhere in the building, but where exactly? I don’t know,” says Davis, who has been a pharmacy manager at SBH for 12 years. “Some of these issues speak to the quality and efficiency of our medication distribution system.”

The second-place winners had the idea of creating a Staff

Relaxation Centre, and the third-place winner suggested an onsite daycare to help retain staff.

“Management is very pleased to have received these ideas from people who know the hospital, who work here, who have expertise and experience here, who have not only noticed problems at the hospital, but who are proposing their solutions to us,” shares Paul Turenne. “It doesn’t have to just be management or the board of directors that come up with innovation. It’s also their workplace, their work life. We value everyone’s ideas. We’re hoping it will cultivate positive thinking as well.”



Hôpital St-Boniface Hospital

IDEAS COMPETITION



1ST PLACE \$1,000



2ND PLACE \$500



3RD PLACE \$250

For submission guidelines and other details,
please visit the SBH Intranet home page,
or email the SBH Medical Advisory Committee at
sbhmedadvisoryco@sbgh.mb.ca

Leading Western Canada in Cardiac Surgery

An initiative financially supported by
 **Hôpital St-Boniface Hospital**
FONDATION • FOUNDATION

As the centre of cardiac excellence for all of Manitoba, St. Boniface Hospital has been offering since January 2023 a much less invasive method for patients requiring coronary artery bypass surgery: endoscopic vein harvesting. This is a first in Manitoba and Western Canada.



NANCY LUXA-LE BLANC.

photo : Raphaël Boutroy

Nancy Luxa-Le Blanc, a surgical physician assistant in the Department of Cardiac Surgery at St. Boniface Hospital, is enthusiastic about the new technique she has just learned.

The technique is already used in the United States, but remains quite rare in Canada because of the high cost of the equipment needed to perform it properly. "We're the first in Manitoba, and among the first in all of Canada,"

says Nancy Luxa-Le Blanc. "Even Vancouver doesn't have this equipment! We're really on the cutting edge."

The technique that makes her so proud to work at St. Boniface Hospital is endoscopic vein harvesting (EVH).

Let's go back in time: "One of the oldest procedures in cardiac surgery, dating back to the 1800s, is coronary artery bypass surgery," explains the surgical physician assistant. "That is, a vein will be taken from the leg, or an artery from the arm, and reimplanted near the heart to have blood flow reverted back to the heart and away from the blocked coronary artery."

"This is a very common procedure in all cardiac surgery programs, but until now, and since the 1960s, you had to make a huge incision in the leg or arm to get the vein or artery. And sometimes there were complications associated with that incision."

Among the possible complications, she lists risk of wound infection, high amounts of pain and discomfort, challenges with scarring, slower and more difficult healing, and therefore a longer hospital stay, or more frequent postoperative visits, or a higher risk of morbidity. Not to mention a longer surgery because of the need to work hard to close the entire leg.

"With EVH, instead of a large incision, we just make a small 2 cm incision in the leg and use a dissector with a camera to harvest the vein," says Nancy Luxa-Le Blanc. "We're still learning the technique, but ultimately it will allow us to do everything in 10 minutes if we go for the radial artery in the arm and in 30 minutes if we take the saphenous vein in the leg, instead of a whole hour!"

"In addition, it was noted that patients who were offered this new procedure were able to go home a day earlier than normal. Recovery time was

shorter, and the surgery itself was successful.”

Available to eligible patients since January 2023, the EVH technique is slowly becoming a habit among cardiac surgery staff.

“There is still a learning curve to this new technique,

but I’m thrilled to have the chance to learn something new, and I’m excited to see positive results already,” says Nancy Luxa-Le Blanc. “I’m even amazed at how quickly I caught on to it. It’s like playing a video game!”

Once EVH is fully mastered, the surgical team will learn

the ins and outs of endoscopic artery harvesting in the arm.

The St. Boniface Hospital Foundation funded the equipment for EVH. While still in the trial stage, the technique of endoscopic vein harvesting is already offering heart patients in Manitoba and beyond a very promising future.



This is the device used to do a coronary artery bypass surgery with minimal cut and in record time.

Photo : Courtesy of Nancy Luxa-Le Blanc

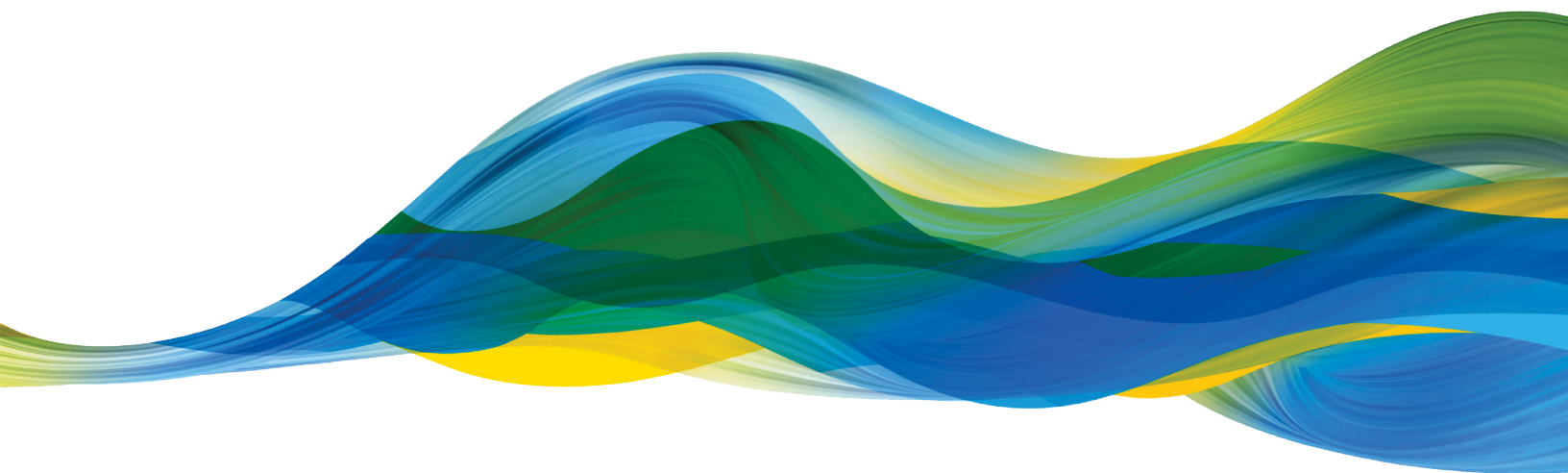


EXCELLENCE

We will aim to ensure tertiary patient care excellence.
We will continuously work towards better recognizing and understanding health disparities, and increase our efforts to involve patients and families in designing care delivery and in day-to-day care provision.

We will be a strong voice at regional and provincial decision-making tables.

We will persist in our efforts to stand up for the best possible care for our patients, families, and employees.



Proud of Our Students

Three graduate students from St. Boniface Hospital Research and the Institute of Cardiovascular Sciences shined in 3MT Competition, two of them winning first and second place. Another one of our students was second in the French version of the competition.



DR MIKE CZUBRYT.

photo : Courtesy of St. Boniface Hospital

The Three Minute Thesis (3MT) Competition has been known throughout the world for many years. This communication competition aims at getting students to tell the public about their research in three minutes or less, in plain language.

“At the end of the day, scientists need to be able to tell the public what they are doing and why the public should care about their research”, explains Dr. Mike Czubryt, Executive Director of Research at St. Boniface Hospital (SBH). “The 3MT emphasizes the quality of the science and the ability to communicate it clearly.”

After a first round of auditions across the entire University of Manitoba, a short list of 12 participants is chosen by the judges. “Those 12 students had the opportunity to participate in one-single event in front of live judging”, says Dr. Czubryt. “In our case, we had three students who made it to the top 12 of this competition. When you consider the size of SBH footprint, compared to the entire size of the University of Manitoba, it is a pretty impressive percentage of the finalists.”

SBH ended up having two of its students taking first and second

place of the overall competition, which the final took place on March 30th.

Keshav Narayan Alagarsamy, a PhD candidate in the department of physiology and pathophysiology at Max Rady College of Medicine, and student from Dr. Sanjiv Dhingra’s lab, won first place with a \$2,500 prize. “It was very unique”, shares Alagarsamy. “This was my first time in a public speaking contest. I wanted to come out of that shell.”

Keshav Narayan Alagarsamy is combining stem cell technology with nanotechnology to create personalised heart cells that can regenerate a damaged heart after a heart attack. “After heart attacks, there is a part of your heart that dies. There is cell damage, which causes your heart cells to be very weak, so they are not able to pump enough blood. Basically, my project is to replace that damaged part.”

Akshi Malik, from the late Dr. Pawan Singal’s lab, took second place of the competition. Her research focuses on understanding the mechanisms through which Doxorubicin, a chemotherapy drug, affects the hearts of cancer patients, as well as looking for a cardioprotective agent that can

prevent Doxorubicin-induced heart failure.

Daniel Schwade Araujo from Dr. Todd Duhamel's lab was one of the 12 finalists too. All three are graduate students from St. Boniface Hospital Research and the Institute of Cardiovascular Sciences.

And the success of SBH students does not end here. In the French version of this competition, *Ma thèse en 180 secondes* (MT180), another

student from SBH also placed well. Among seven challengers for this 4th edition of MT180 at the University of Manitoba, Sara Telles-Langdon, from the Institute of Cardiovascular Sciences, won second place.

It is not the first time SBH sees its students rise to the top of this popular competition. "I think it is thanks to the quality of training the students get here in St. Boniface", shares Dr. Czubryt. "They get not only

the expertise in their science, but also know how to talk to people about their science and to communicate their ideas."

Keshav Narayan Alagarsamy then represented the University of Manitoba at the Western Regional 3MT Competition, at the University of Saskatchewan, on May 25. Hopefully, he will then represent Manitoba in the National Competition. "I'm still nervous, but let's hope for the best!"



Keshav Narayan Alagarsamy

Photos : Courtesy of St. Boniface Hospital



Akshi Malik



Daniel Schwade Araujo

A grateful farewell to screeners

On March 31, St. Boniface Hospital said goodbye to all of its front door screening staff, the «screeners», in line with a decision of the Winnipeg Regional Health Authority (WRHA) to discontinue COVID screening. But not without thanking them for all their hard work.

A position created by the Province during the COVID-19 pandemic in order to limit the risk of spreading the virus, the screeners were posted at the entry points of health care facilities to question visitors about their state of health, their travels, their potential contacts with people with COVID, etc. This spring, the WRHA said that as of March 31, screeners were no longer required at the doors.

“At St. Boniface Hospital, we’ve had about 100 screeners since the summer of 2020, when the system went into place,” says Jennifer Cawson, manager of volunteer services and former entry-point screening department manager. “Some were part-time, others casual, some were with us since

the beginning, others for just a few months.”

While the position was paid, their sacrifice was no less great. Jennifer Cawson says: “They were the front line people, the ones who were in contact with the general public. They had to deal with all kinds of people, who were not always nice, and all kinds of situations.”

“They were instrumental in keeping St. Boniface Hospital as healthy and safe as possible during the pandemic. It took a lot of courage, especially at the beginning of the pandemic when we didn’t know what would happen with COVID.”

For St. Boniface Hospital, it was therefore very important to send them off with heart. On February 9th, a farewell party was held in their honour. “It was a come-and-go party. We served treats, dainties, punch and hot chocolate,” says Jennifer Cawson.

“We had also prepared a Powerpoint presentation that we ran on three big televisions,

Screeners have completed their mission and taken home a personalized thank you card and special “Lettuce thank you” salad tongs!

Photo : Courtesy of Jennifer Cawson



JENNIFER CAWSON.

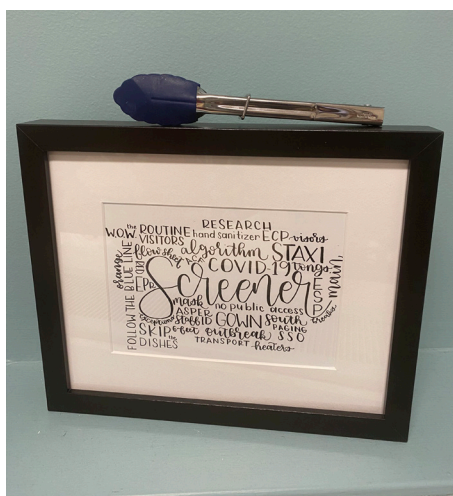
photo : Courtesy of Jennifer Cawson

with images that the screeners could relate to: masks, personal protective equipment...”

The department had also involved the rest of the hospital staff and asked them to send their own thanks to the screeners.

“We got a lot of heartwarming comments from the hospital staff,” says Jennifer Cawson. “Some of the screeners were in tears when they read them and found out about all that gratitude! They could really see how what they had done was so important to us, and appreciated.”

The screeners also received a few parting gifts: specially crafted thank-you cards with words referring to their experience



as screeners, and salad tongs similar to the ones they had to use to distribute surgical masks to visitors, with *"Lettuce thank you"* written on them.

Finally, in addition to the messages at the farewell party, many of the staff made sure

to visit the screeners at their posts on their last days in order to thank them once again, in person. "It was really important for our department, and the hospital, to show our appreciation. And we did: they felt really appreciated."

Actually, for some of them, it was just *See you soon*. "A few former screeners are now volunteers at St. Boniface Hospital, and another dozen have landed jobs in the laundry, cleaning, security and diagnostic imaging departments, among others," says Jennifer Cawson.



A few of the St. Boniface Hospital screeners on their last day, on March 31st, 2023.

Photo : Courtesy of Jennifer Cawson

APPENDIX :

Projects funded by the St. Boniface Hospital Foundation

Thanks to generous community support, St. Boniface Hospital Foundation granted more than ever before to Hospital initiatives supporting patient care and medical research in 2022: more than \$11 million! These are examples of the projects and areas funded last year.

- Acute coronary syndrome, percutaneous coronary intervention outcomes study
- Anesthesia department education
- Bergen Cardiac Care Centre
- Buhler Gallery
- Cardiopulmonary Exercise Testing Equipment
- Committal of ashes ceremony
- Emergency Department redevelopment and expansion
- Endoscopic vein harvesting
- Endovascular Hybrid Operating Room
- The Evelyn Wyrzykowski Family Professorship in Cardiovascular Sciences
- The Everett Chair in Fibrosis Research
- Healing Through the Arts
- Lipid Clinic
- McEwen Building patient BBQ
- Medicine oncology support fund
- Palliative Care medicine residency education
- Principal investigator start-up funding, Division of Neurodegenerative Disorders
- Principal investigator recruitment, women's heart health
- Research Awards (12)
- Spiritual Care grief support program
- St. Boniface Hospital Foundation / Mayo Clinic Partnership Award
- Staff recognition and support
 - Family medicine scholarships
 - Nursing professional development
 - Palliative Care award
 - Rehabilitation Services awards
 - Ronald J. Duhamel Innovation Award
 - Sals Pay it Forward initiative
 - Screeners farewell
- Teddy bears perinatal keepsake fund
- Transcatheter aortic valve implantation (TAVI) program
- Women's cardio-oncology research
- Wyrzykowski Family Graduate Nurse Awards
- Youth BIOlab Jeunesse

ST. BONIFACE HOSPITAL

March 31, 2023, with comparative information for March 31, 2022

CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL

FINANCIAL ASSETS

	March 31 2023	March 31 2022
Cash and investments	44,333 \$	19,190 \$
Accounts receivable	6,425	29,290
Future employee benefits recoverable from Winnipeg Regional Health Authority	24,300	24,637
Investments	2	2
	75,059	73,119

LIABILITIES

Accounts payable and accrued liabilities	76,157	53,740
Future employee benefits payable	29,006	29,310
Unearned revenue	13,565	13,837
Long-term debt	112,524	74,551
Asset retirement obligation	23,596	22,688
	254,847	194,126
Net debt	(179,788)	(121,007)

NON-FINANCIAL ASSETS

Tangible capital assets	225,553	162,440
Inventories	10,672	9,372
Prepaid expenses	1,327	1,584
	237,552	173,396
Excédent accumulé	57,764 \$	52,389 \$

Year ended March 31, 2023 with comparative information for 2022 (in thousands of dollars)

CONDENSED CONSOLIDATED STATEMENT OF OPERATIONS

Revenue

	2023	2022
Winnipeg Regional Health Authority	361,374 \$	376,523 \$
Patient services	5,981	7,466
Non-insured services	14,766	12,379
Government transfers related to capital	9,011	11,349
Other income	13,690	4,084
Total revenue	404,823	411,801

EXPENSES

Insured services programs	316,797	314,171
Indirect services	68,694	84,641
Non-insured services	13,957	11,907
Total expenses	399,447	410,719
Annual surplus (deficit)	5,375 \$	1,082 \$

CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

CASH PROVIDED BY (USED IN):

Operating activities	62,433	5,376
Capital activities	(75,264)	(5,641)
Investing activities	-	120
Financing activities	37,973	612
Increase (decrease) in cash	25,142 \$	467 \$

These condensed consolidated financial statements have been extracted from audited consolidated financial statements, which on June 12, 2023, KPMG LLP reported an unqualified audit opinion on.

Board of Directors 2022-2023

Debbie Brown — *Chair*

Normand Gousseau — *Vice-chair*

Joelle Boisvert

Marilyn Brennan

Tom Carson

Nina Condo

Diane Leclercq

Rizwan Manji

Carmine Militano

Ralf Miner

Judy Murphy

Gary Pachal

Clayton Sandy

Joseph Thompson

Daniel Lussier — *ex-officio*



