



| Eyes on the Future

Annual Report 2021 - 2022



Hôpital St-Boniface Hospital



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.

Greetings from the Board Chair

Taking Pride and Taking Stock



TOM CARSON

St. Boniface Hospital Board Chair

Photo: Pop Comm'

In the 13 years that I've been privileged to serve on the board of St. Boniface Hospital (the last five as Board Chair), I've never been more proud of the hard work and dedication of our staff. At all levels of the organization and in every role, they have stared down the considerable challenges that COVID-19 has placed upon them, always with a steadfast commitment to providing the best possible health care for the patients, families, and community we serve.

Such commitment in these challenging times doesn't come without sacrifice and doesn't always generate the headlines it deserves. Indeed, it most often takes the form of extra effort, longer hours, and additional time spent away from family, friends and the leisure activities we all sometimes take for granted.

To be sure, the staff at St. Boniface Hospital have noticed and appreciated the many gestures of support they have received from the community throughout the pandemic. I'm certain they'd allow me to thank you

on their behalf. Yet, as we look back in this Annual Report at another year of challenge, it is worth saluting them again for efforts that have so often gone above and beyond the pre-pandemic expectations of their professions.

It's important, too, to take a moment to recognize the leadership team at St. Boniface Hospital for their ongoing role in ensuring that the response to COVID-19 and the day-to-day organizational challenges, associated with the management and operations of a major urban hospital, have been both thorough and effective.

A good measure of that success can be attributed to the leadership of Martine Bouchard, who served capably and enthusiastically in her role as President and Chief Executive Officer until October 2021, and to current Interim President & CEO Nicole Aminot, who is putting her considerable management skills to work in ensuring that we continue to build momentum.

As Nicole will outline more fully in her message, St. Boniface Hospital hasn't let the pandemic years stand in the way of progress. We are, as always, a hospital and a team with its eyes on the future. It has been that way since the hospital's founding by the Grey Nuns

in 1871, and it will remain so as we work toward continued success in the many years ahead.

I believe, more strongly than ever, in the power of St. Boniface Hospital as a positive force for caring, healing, and health-care excellence. As always, it is our people who truly make a difference. On behalf of the entire Board of Directors, I thank them for all they've done – and all they will continue to do – to distinguish St. Boniface Hospital as a world-class centre of excellence in patient care and health-care research.

I look forward with much optimism to the years ahead.

TOM CARSON

St. Boniface Hospital Board Chair



Greetings from the President & CEO

Our Next 150 Years Begin in a Spirit of Hope and Renewal



NICOLE AMINOT

St. Boniface Hospital Interim President
and Chief Executive Officer

Photo: Pop Comm'

In last year's annual report, we described 2020 - 2021 as being "a year like no other," yet, somehow, it seems we've had another.

The COVID-19 pandemic once again proved a most challenging adversary, one that called for another year of Herculean effort from our staff. And, once again, our staff rose to the occasion with unparalleled dedication and perseverance. Their efforts on behalf of our patients and the community we serve have been nothing short of exemplary, and we thank them for their unshakeable commitment to compassionate, quality care.

For those of us with a sense of history, it is worth noting that the current pandemic isn't the first in St. Boniface Hospital's 150-year history. In 1918, as the First World War was

drawing to a close, an outbreak of Spanish influenza swept the globe, resulting in more heartbreak for a war-weary population. At that time, a much-smaller St. Boniface Hospital found itself under the strain of high caseloads that tested the mettle of its staff.

I would imagine that once they had weathered the storm and the pandemic had passed, staff from that era were able to look back on their efforts with great pride and to regard those hard times as the defining moment of their careers.

So, too, will today's health-care heroes, I'm certain. Like their counterparts from a century ago, they are going above and beyond in the name of patient care. They have worked exceptionally hard, pulling extra shifts to

meet demand. They've adapted on the fly in often-changing circumstances (especially at the pandemic's outbreak). Through it all, they've remained steadfast in their support for patients, families, and each other.

We couldn't be prouder, and are making every effort to improve our pandemic response as we move into what are, hopefully, its final stages.

There are, I'm happy to say, signs of hope and renewal as we look to the future.

If you've recently traveled down Taché Avenue, you'll have noticed that construction has begun in earnest on the \$141 million St. Boniface Hospital Emergency Department Redevelopment Project. Developed in consultation with the community, the new department has been strategically designed with medical and frontline input, to improve clinical processes and enhance both the patient and staff experience. Its impacts will be felt throughout the hospital. Improvements

include an expanded waiting room and triage area, a dedicated diagnostic imaging suite complete with a new CT scanner and x-ray machines, and a dedicated mental health treatment area, among others.

For patients and staff alike, the new Emergency Department is more than just a construction project – it symbolizes a spirit of growth and renewal.

Though the time has not yet arrived where we can say with certainty that the COVID-19 pandemic is behind us, we have faith that time will come. In the meantime, we will continue to do our utmost to build on a hard-won legacy of health-care excellence.

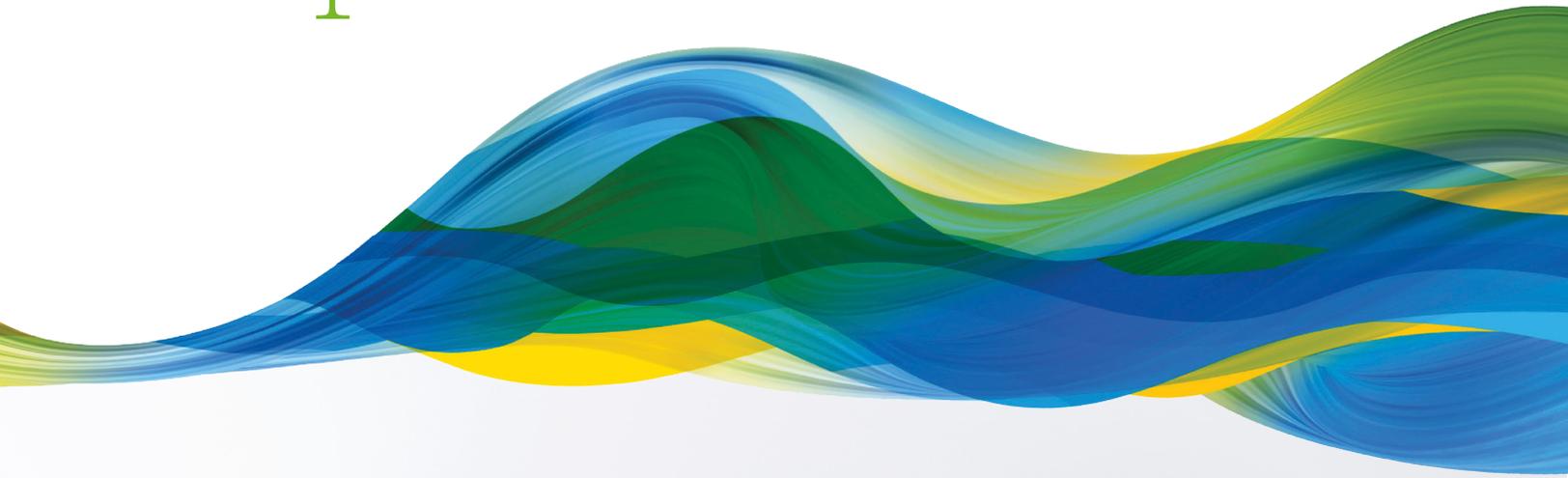
Our strength lies in our people, and if the professionalism they've demonstrated in these past years has taught us anything, it's that there's ample reason for optimism. With their continued support, I have no doubt that our best years still lie ahead.

NICOLE AMINOT

St. Boniface Hospital Interim President
and Chief Executive Officer



Understanding and Living our Spiritual Purpose



Indigenous Health, a Central Part of Care



DORETTA HARRIS

Interim Regional Director for WRHA – Shared Health
Indigenous Health Programs.

Photo : Courtesy of Doretta Harris

By offering Indigenous Health services that are aligned with the Truth and Reconciliation Commissions Calls to Action, we are working collaboratively to ensure that the environment and care provided at St. Boniface Hospital are culturally safe.

Indigenous Health is an essential part of St. Boniface Hospital services as “The Indigenous population continues to increase in Canada, particularly in Manitoba, which has the fastest growing population of Indigenous peoples in Canada”, says Doretta Harris, Interim Regional Director for WRHA – Shared Health Indigenous Health Programs.

“As well, there is a higher number of Indigenous patients requiring supports and resources in our healthcare system. This is why it is important to ensure that we provide culturally safe and culturally appropriate health care services that better respond to Indigenous patients, families and communities.”

The Indigenous Health team at St. Boniface Hospital provides a variety of culturally

appropriate services for patients and families. “Indigenous Health Interpreter Resource Workers support patients to understand medical terminology and procedures if they speak an Indigenous language, or if there is a language barrier,” explains Bonnie Murray, Site Coordinator for WRHA Indigenous Health at the St. Boniface Hospital location.

"It is important to ensure that we provide culturally safe and culturally appropriate health care services that better respond to Indigenous patients, families and communities." *Doretta Harris*

“We also connect the hospital care teams with the appropriate community contacts to



Local artist, Justine Proulx, painted a mural in St. Boniface Hospital's Smudging Room for Indigenous Health Services.

Photo : Courtesy of St. Boniface Hospital

"Everything we do is focused on improving the health care experience of Indigenous peoples by offering culturally safe services."
Doretta Harris

plan for safe discharges when patients are returning to a First Nation community, or when advocacy support is needed."

The Spiritual Cultural Care Provider at St. Boniface Hospital offers spiritual support and access to ceremony and cultural practices for Indigenous patients and families. "The Indigenous Health Family Room and Smudging Room provide space for patients and families to visit and meet, or just take a break off the unit," explains Bonnie Murray.

"The Indigenous Health office at St. Boniface Hospital was recently relocated to A-Block in the hospital. The move allowed some upgrades to the Family Room space, which includes a room with proper ventilation to offer smudging ceremonies for patients and families."

"We received a grant from the Foundation to purchase new furnishings for the Family Room and commissioned a local artist, Justine Proulx, to paint a mural on the walls in the Smudging Room," says Doretta Harris. "These upgrades have provided a space that is familiar and welcoming for Indigenous patients and families at St. Boniface Hospital."

"Everything we do is focused on improving the health care experience of Indigenous peoples, and ultimately improving health care outcomes for Indigenous peoples, by offering culturally safe services, says Doretta Harris. "Indigenous people must be included in discussions and decisions that inform and influence the way that programs and services are developed, implemented and evaluated in our health care system."

"Education and training are imperative," adds Doretta Harris. "We educate and train with a focus on cultural safety, and offer a range of education sessions for internal and external stakeholders, partner organizations, and professions across the province. By using a deliberate approach to increase the cultural proficiency of health care providers, we are embedding cultural safety into our health care system."

Spirituality at the Heart of Care

Leslie Clark is an ordained Minister in the United Church and has been a devoted St. Boniface Hospital employee for ten years. As a chaplain, and as a team member of the hospital, she feels that she carries on the legacy of the Grey Nuns.

“When they founded the hospital, the Sisters ministered to whoever came to them for help,” says Leslie Clark. “That’s a big part of how I approach spiritual care.”

At St. Boniface Hospital, staff members are aware that a person’s emotional and spiritual outlook has a significant impact on their physical health.

For Leslie Clark, it is very important to emphasize that “spiritual care at St. Boniface Hospital is for everyone, whether they follow a religion or not, whether they believe in some spiritual principle or whether they are atheist.”

“Each of us faces spiritual questions at some point in our lives. When facing an illness, existential questions tend to come to the forefront. As spiritual health practitioners, we accompany people with these questions.”

Thus, Leslie Clark’s day-to-day at the hospital mainly consists of visiting people, patients or their families, and listening to them. Listening is her first priority.

“Sometimes, people are just not interested. Sometimes, some express: *I’m so glad you are here. I was hoping somebody would come. I actually needed to talk.*”

“Active listening is essential,” adds Leslie Clark. “We often see people who are traumatized, and they can be easily be triggered by hospital experiences. I think that when a person is heard in their struggle, it supports their dignity and it affirms their worth as a person.”

“Our goal is to care for patients, their loved ones and staff. And that’s one of the things that I find so wonderful about St. Boniface Hospital.” *Leslie Clark*

Leslie Clark finds that one of the privileges of working at St. Boniface Hospital is the importance of her relationships with colleagues and staff. “This is of such great value to me. When I work closely with other health care team members, I am better able to serve my patients. It also means that I also have people to turn to on my tough days.”



LESLIE CLARK

Ordained Minister in the United Church and Chaplain to Spiritual Services at St. Boniface Hospital.

Photo : Pop Comm'

In fact, spiritual care is not only for patients; it is for the hospital's entire community. "Our goal is to care for patients, their loved ones and staff," says Leslie Clark.

"And that's one of the things that I find so wonderful about St. Boniface Hospital. Knowing how tough it is to work in health care, the hospital makes sure that everyone who works here knows that they have a place to turn to emotionally, people who can help them cope with the difficult stories we hear all the time."

"Reaching out to people of different faiths has been fabulous. I find my encounters with other faiths' traditions to be amazing and fulfilling." *Leslie Clark*

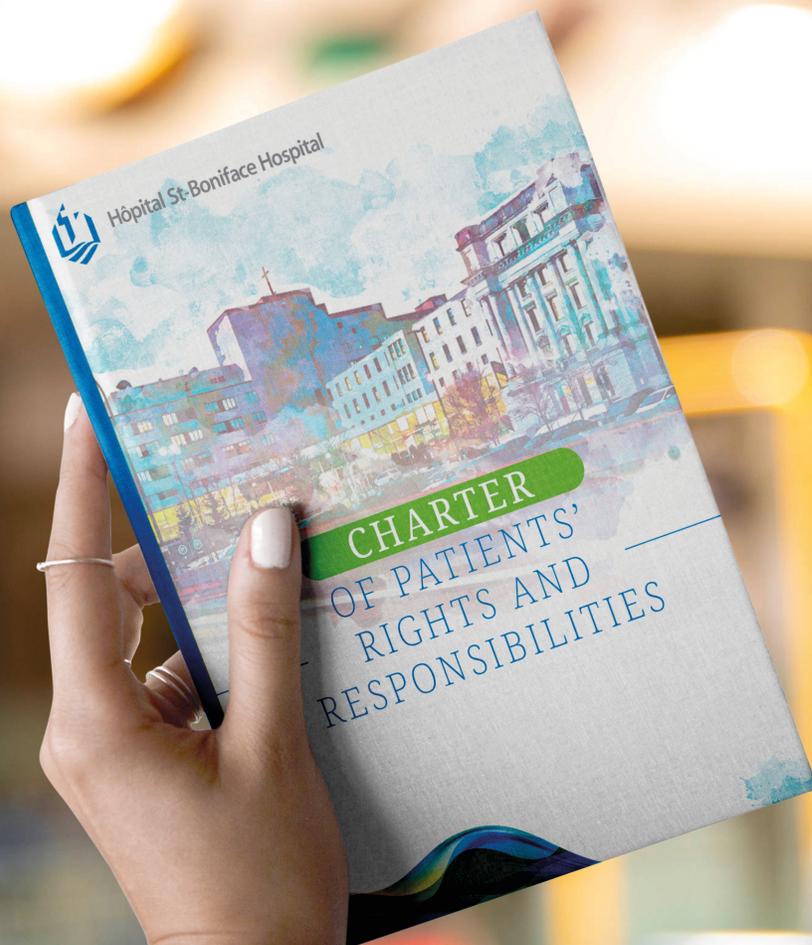
Whether supporting patients, families or staff, spiritual care at St. Boniface Hospital is an important part of its mission and identity.

Leslie Clark understands that importance and for her, it's a gift to be part of anyone's spiritual journey. "Reaching out to people of different faiths has been fabulous," says Leslie Clark.

"I find my encounters with other faiths' traditions to be amazing and fulfilling. And I learn something from each of my patients."

"I was very lucky to come to St. Boniface Hospital. I have been challenged, nurtured and supported here. It has been an amazing place to grow."

Taking Time to Ethically Reflect



Creating Dialogue Through Art



DR REHMAN ABDULREHMAN

Clinical psychologist with Lead With Diversity and Clinic Psychology Manitoba.

Photo: Ian McCausland

Located in the heart of St. Boniface Hospital, the Buhler Gallery bridges the gap between the arts and health care. Bias Outside the Box (BOB) is one of the gallery's most recent exhibits and goes outside of the gallery's usual boundaries. This exhibition links photographs to a personal learning tool created by clinical psychologist Dr. Rehman Abdulrehman (Lead With Diversity).

The exhibit Bias Outside the Box (BOB), a collaboration between Buhler Gallery, St. Boniface Hospital Foundation and Culture Days, was developed as part of Nuit Blanche Winnipeg in September 2021.

As its name suggests, BOB invites us to think outside of our unconscious biases. More than an exhibition, BOB is an online learning tool for individuals, combining psychology and the art of photography.

Dr. Abdulrehman, who runs Clinic Psychology Manitoba and whose work focuses heavily on diversity, equity and inclusion, says, "I noticed that people had a lot of biases that could lead to racism. Everyone has unconscious biases but people feel uncomfortable talking about

them. They are afraid to admit the biases they have."

"The goal of this tool is to test people's bias based on a simple photograph." *Sonia Gaïess*

Dr. Abdulrehman partnered with photographer Ian McCausland to create a series of portraits of ethnically diverse people, some in traditional dress. On the Lead With Diversity website (www.leadwithdiversity.com), the individual photographs are shown to the viewer, who is asked a series of multiple choice questions.

At the end of the questionnaire, the answers are explored and participants are encouraged to question what they saw or thought.

Dr. Abdulrehman: "This is a tool, not a test. It was created so that people could have a better understanding of their own biases, but in a safe and private way. Why did they have these thoughts about these people? For growth, we need insight, whether it's as an individual, an organization or a society."

Sonia Gaïess, collection management at the Buhler Gallery, worked with Dr. Abdulrehman and Ian McCausland to turn the project's photographs into an exhibition.

"The goal of this tool is to test people's bias based on a simple photograph, basically with nothing else but the physical appearance," says Sonia Gaïess. "I was really interested in

this idea because it's a real problem in health care. Our internal biases can change the way someone is given care in the health system. So this is an important and interesting project."

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So this is an important and interesting project." *Sonia Gaïess*

To take this unique experience further and to reach more people, the exhibit was actually installed outside the Buhler Gallery. It can be seen on the southeast exterior of the Everett Atrium at St. Boniface Hospital, which can be





SONIA GAIËSS

Collection management
at the Buhler Gallery.

Photo: Kirby Images

viewed from Taché Avenue.

"We hope that some people will be able to recognize themselves in this art project, to see themselves represented, because this is not always the case in art." *Sonia Gaïess*

Sonia Gaïess explains, "This is the first time the gallery has partnered with Nuit Blanche, but also the first time it has gone outside its own walls. We hope that some people will be able to recognize themselves in this art project, to see themselves represented, because this is not always the case in art. And we hope we can continue to participate in Dr. Abdulrehman's research."

As part of Nuit Blanche, the exhibition was intended to be temporary. But its importance and success ultimately led to it staying longer at the Buhler Gallery. Tanya Gadd, business operations manager at St. Boniface Hospital shares, "The hospital executive agreed to let the exhibit stay as long as we wanted."

It's an amazing project. We are committed to developing this kind of partnership, which allows us to showcase the entire community around St. Boniface Hospital."

More than 3,000 people from around the world have already used the BOB tool, and the number continues to grow. "By making this tool public, we hope that it will help society become better, and to have open and honest discussions," concludes Dr. Abdulrehman. "The more we talk about our unconscious biases, the more they can change."

Encouraging Transparency with Patients

St. Boniface Hospital's Health Care Ethics Service completed a major project during 2021-2022: the development of the *Patient Charter of Rights and Responsibilities*. Launched in September 2021, in both written and video format, the charter is an opportunity for patients to better understand what service and treatment they are entitled to at St. Boniface Hospital, but also their responsibilities as patients.

Katarina Lee, a clinical ethicist at St. Boniface Hospital, explains that the goal behind creating the *Patient Charter of Rights and Responsibilities* is to provide greater transparency for patients, so they better understand the services that may be available to them.

"For example, patients don't always realize that we have a spiritual care team or that they can ask for help communicating with their families," shares Katarina Lee. "There's also the fact that every staff member who comes to them must provide their name and the discipline in which they work."

All of these basic rights, which patients may not be aware of when they enter the hospital, are now in the *Patient Charter of Rights and Responsibilities*: the right to respect; the right to privacy; the right to healthcare, safety and well-being; and the right to information and freedom of expression.

As the name suggests, the Charter also includes patient responsibilities, summarized in three points: participation, communication, and treating others with dignity and respect.

Katarina Lee explains, "Patients need to be respectful of staff members and actively engaged in their own health care. All of this simply allows for greater access to conversation and accountability."

"All of this simply allows for greater access to conversation and accountability." Katarina Lee

An 11-minute video was produced and is available on the St. Boniface Hospital website in English and French, along with subtitles in Michif, Swampy Cree, Oji Cree or Ojibwe. A brochure is also available in each



KATARINA LEE

Clinical Ethicist
at St. Boniface Hospital.

of these languages. In the video, there is an aerial view of St. Boniface Hospital, but also a guided tour that goes into detail about all the rights and responsibilities of patients within the hospital.

Katarina Lee emphasizes the importance and scope of this project: "From what I understand, we are the only tertiary hospital in the province to have this."

"From what I understand, we are the only tertiary hospital in the province to have this." Katarina Lee

In addition to the annual commitments of the St. Boniface Hospital Ethics Service, such as consults, the ethics education series and the St. Boniface Hospital ethics council, another major project is underway: the *Code of Ethics*.

The *Code of Ethics* for hospital employees, which will be finalized next year, has similar goals to the *Patient Charter of Rights and Responsibilities*.

Katarina Lee says, "It's basically a statement of our mission, vision and values, meaning standards of practice and ethics that staff need to be aware of, such as respecting privacy, but also treating people with care and compassion. Again, there will be a handout and a video."

Attending to Unmet Needs Within and Beyond Ourselves



A New Emergency Department on the Horizon



KAREN SAMSON

Program Director for the St. Boniface Hospital Emergency Department.

Photo: Courtesy of Karen Samson

As was officially announced in April 2022, in the presence of the Premier of Manitoba, Heather Stefanson, St. Boniface Hospital has begun its Emergency Department (ED) Redevelopment. This wide-ranging project aims to expand the current footprint of St. Boniface Hospital's ED with one goal in mind: continuing to provide expert and advanced care to all Manitobans, 24 hours a day, 7 days a week.

Another of the goals is to increase system width capacity within the ED. Karen Samson, Program Director for the St. Boniface Hospital ED, says that the new department will be approximately three times bigger than the current space.

“Right now, we are still reviewing all the processes of the redevelopment. We are working on plans for a modern, bigger state of the art emergency department. As exciting as that is, we know that with a larger department, we will also need to assess future resources, such as additional personnel and equipment.

So, there is a lot of work behind the scenes to ensure that everything will be well thought-out and ready.”

Among some of the changes brought about by the redevelopment of the St. Boniface Hospital ED, there will be larger triage area, waiting room and a new underground-heated ambulance entrance.

There are many changes planned for the ED, which was built in 1955. It is housed within the second largest and also the oldest hospital in Manitoba.



Photos: Courtesy of St. Boniface Hospital and ft3 Architecture Landscape Interior Design.

View of a possible layout of the entrance to the new Emergency Department.

"It is exciting to observe the shifts required to meet the needs of the next generations." *Karen Samson*

"It is exciting to observe the shifts required to meet the needs of the next generations," says Karen Samson. "Our emergency staff and entire frontline staff will benefit from this new Emergency Department as well, by having a larger, more modern work environment. We want to make sure the staff have a say in how the department is being built. They have given input, asked questions and they want to be a part of this new development."

The plan calls for the redevelopment to be finished by Fall 2025. "Our Emergency Department and our work will not be disrupted as construction happens around us," confirms Karen Samson. "We will be here to serve our city and our province."

When we open the new space in 2025, we expect to be able to support 55,000 patients a year. As a regional goal, there are also

expectations that the additional space will help reduce wait time, and thus improve patient and staff experience."

Karen Samson can already imagine how these changes will impact the ED in five, ten or 20 years, and sees them as a way to ensure the expert and safe care that St. Boniface Hospital has always provided to patients and their families continues on.

"I do want to acknowledge the staff and our amazing emergency team." *Karen Samson*

"I do want to acknowledge the staff and our amazing emergency team," says Karen Samson. "We had to pivot during this unprecedented time. They have remained dedicated, diligent and collaborative with all of the St. Boniface Hospital team members to ensure that safe care has been provided to patients throughout the pandemic. I'm very proud of them and very proud to be working with such a resilient and compassionate team."

French Language Services, as Vibrant as Ever

French Language Services are part of the history and mission of St. Boniface Hospital. Everyone in the department is working towards the same goal: to open a dialogue on French Language Services and on the Active Offer, which is a consistent and obvious offer of services in both official languages.

Julie Lessard, Coordinator of French Language Services at St. Boniface Hospital, explains the Active Offer. "It can be visual: bilingual signage, a bilingual environment at the reception desk, *Hello/Bonjour* identifiers, or verbal, such as recognizing someone's accent."

"Active Offer is not just about speaking French" she adds. "It's about true accessibility for Francophones. It's about recognizing and responding to a person's essential need to express themselves in French."

We are working with human resources to ensure that our 4,000+ employees are well informed about Active Offer in French."

In March, St. Boniface Hospital celebrated *le mois de la Francophonie* (a month to celebrate francophone culture) in an inclusive and fun way to highlight the joys of living in French.

One great project was the "Bonjour!" kiosk at the main entrance of the hospital on March 30 and 31, 2022. Five hundred croissants

were distributed in the morning, as well as 500 cards in French. Julie Lessard recounts the successful day.

"Active Offer is not just about speaking French. It's about true accessibility for Francophones. It's about recognizing and responding to a person's essential need to express themselves in French." Julie Lessard

"We collaborated with École Saint-Joachim, whose students created 500 unique thank-you or inspiration cards in French. The staff members were so happy. *Hello/Bonjour* promotional items were also distributed to hospital employees, even if they don't speak French" adds Julie Lessard.

"It's a reminder of the Active Offer, but more importantly, it's a visual sign for patients and their families that they have access to French services at our hospital."



WIDNY PERVIL

Chaplain at St. Boniface Hospital, for the Spiritual Services.

“In collaboration with Santé en français and St. Boniface University, we also provide French language lessons for staff. Any employee can register for these courses, which are offered at all levels, online and cost \$50 for ten weeks,” shares Julie Lessard. “It’s a real asset to the hospital.”

For Julie Lessard, it is important to emphasize that French Language Services are not just for health care, as “they also exist in the restaurant, in the boutique or elsewhere in the hospital.”

“It was very important for us to provide bilingual coverage at all times. It makes a big difference to the patient to have their questions answered in their native language.”

Widny Pervil

It’s also an important part of the spiritual services offered on the hospital grounds, which exist seven days a week, 24 hours a day. Widny Pervil, who has worked at St. Boniface Hospital for four years, was one of the first employees to offer this care overnight. “It was very important

for us to provide bilingual coverage at all times,” shares Widny Pervil. “It makes a big difference to the patient to have their questions answered in their native language. We also respect the founding mission of the hospital, which is to be a bilingual facility.”

Spiritual services are driven by humanity and compassion. As a chaplain, Widny Pervil is often called upon to meet with people at the end of life and to support them and their families through this painful time. One of Widny Pervil’s most memorable encounters was with a patient at the hospital, last March. “When I arrived in his room, there was silence,” he says.

“He was in critical condition. I started talking to him and I could see his energy slowly returning. He was able to express himself again. Everyone was surprised. He told his family that it did him a lot of good and asked for a second session in French. He wanted to spend this moment with me and thank the hospital before leaving in peace. It was a sacred, moving experience that will remain in my heart.”

“When we talk about human dignity, language is part of it,” concludes Widny Pervil. “It elevates the person and their identity. Offering

our services in French allows us to build a relationship of trust with the people inside the hospital. It makes them feel at home.”

Widny Pervil was one of the lucky winners of the Francophone awards during *le mois de la Francophonie*, along with André Dubé, Rebecca Scott, Éric Bohémier and Marguerite Boisvert, who has worked at St. Boniface Hospital for 38 years.

As a receptionist, she is the first face people see when they arrive at the hospital. “Often, people don’t come to the hospital for pleasure,” says Marguerite Boisvert. “We are there to make them feel good, to reassure them. It is therefore very important to be able to do this in French when it is their language.”

“ When we talk about human dignity, language is part of it. Offering our services in French allows us to build a relationship of trust with the people inside the hospital. It makes them feel at home.” *Widny Pervil*

To do this, Marguerite Boisvert greets each individual with a “*Hello, Bonjour*”. “If I sense that they are French-speaking, I will immediately switch to French and ask them: *How can I help you?* Sometimes you can see how relieved they are, and they smile and begin to feel less anxious. Other times, it takes a little detective work to make sure I’m serving in the right language. Each case is unique.”

Marguerite Boisvert, like many of her colleagues, doesn’t take the French language for granted. “We must not forget that speaking

French is a gift. It is a privilege. I also take this role to heart, because it is an example for the younger generation.”

“After I retire, young people will do my work and it is important that they continue to do it in French.”



MARGUERITE BOISVERT

Photo: Pop Comm'

Receptionist
at St. Boniface Hospital.

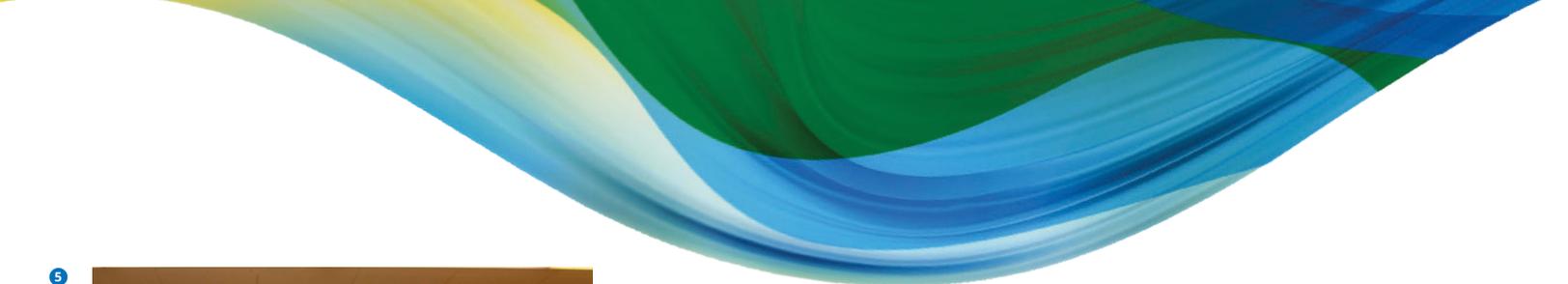
Our Hospital Behind the Scenes



- 1 Left to right: Eva Lendrum, Sewing Room Attendant; Corrie Peterson, Laundry Attendant; Kevin Carlson, Laundry Porter; Melanie Delorme, Laundry Attendant.
- 2 Melanie Delorme, Laundry Attendant.
- 3 Corrie Peterson, Laundry Attendant.
- 4 Kevin Carlson, Laundry Porter.
- 5 Cheryl Procillo, Food Production Attendant.
- 6 Left: Evelyn Eustaquio, Diet Office Clerk; Middle top: Jocelyn Offerman, Diet Office Clerk; Right: Ashley Dagli, Diet Office Clerk.
- 7 Left to right: Catherine Mousseau, Food Services Attendant; Cheryl Procillo, Food Production Attendant.
- 8 Yunfan (Fancy) Chen, Cook.



Photos : Pop Comm'



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Committing to Excellence





BRYAN AKINDIPE

Supervisor
at St. Boniface Hospital.

Photo: Pop Comm'

Praise for an Extraordinary Team

Unprecedented times bring unprecedented measures. St. Boniface Hospital and all its staff had to adapt to meet the needs caused by the pandemic. A number of changes were made possible thanks to the outstanding teamwork at the hospital, which is a point of pride for many.

“The past two years of the pandemic definitely imposed a different level of challenge”, says Bryan Akindiye, Hospital Supervisor at St. Boniface Hospital. “Running the day-to-day activities in a hospital, as you can imagine, comes with challenges to start with. These were severely exacerbated by the pandemic.”

Lance Barber, Program Director for Surgery at St. Boniface Hospital, adds, “Nothing can really

prepare you for what we have gone through.”

Because of the large influx of severely ill patients, adjustments were made by creating additional capacity for COVID-positive and suspect inpatients and by expanding intensive care. This also required redeploying staff to areas where extra hands were needed.

Some units had to be moved several times to continually accommodate the influx of COVID

"It was all about team work. There is no way we could have made it through those difficult times if it was not for the collective efforts of all the staff." *Bryan Akindipe*

patients coming to the hospital," says Bryan Akindipe. "It's no small feat to move a unit from one space to another. There were a lot of changes happening so quickly, sometimes day-to-day. But the accomplishment, if there is any to celebrate, is our ability to really respond as a team and in real time to the ever-changing landscape of the pandemic."

These many accommodations require overall coordination; a plan not only within the hospital, but also in accordance with the WRHA and provincial procedures. "It's like a watch," says Lance Barber. "There are a lot of moving parts and they all have to work together so that we ensure the care of our patients, the support of our staff and the safety of our environment."

"It was all about team work," says Bryan Akindipe. "There is no way we could have made it through those difficult times if it was not for the collective efforts of all the staff: physicians, pharmacists, health care aides, nurses, security, managers, housekeeping, therapists, spirituals services... Everyone had to sacrifice and put in a lot of work to be able to safely care for our patients."

Another challenge was staffing, as employees and their families were getting COVID, too. Everyone's work-life balance was affected. However, according to Lance Barber, the shared mission and vision of the entire team are a real strength at St. Boniface Hospital.

"The staff was wonderful. We have a lot of long-serving employees here at St. Boniface. People have started their career here and will



Photo : Pop Comm

LANCE BARBER

Program Director
for Surgery at St. Boniface
Hospital.

"You can have all the plans in the world, all the charts and strategies, but you need the people to make that happen." *Lance Barber*

eventually retire from here. I think that says a lot about the raison d'être of our hospital."

"I can't think of another situation that would create as much adversity for any employer, in any business," says Lance Barber. "The goodwill, the character and the commitment of all our staff allowed us to support the demands of our patients and families during such a difficult time."

"You know, you can have all the plans in the world, all the charts and strategies, but you need the people to make that happen. Our priorities have always been the same: to focus entirely on the patient, and to support and look out for each other."

St. Boniface Hospital: Home to World-Class Doctoral Students

St. Boniface Hospital Research was thrilled to learn that two of its PhD students were named Vanier Scholars in 2021: Daniel Schwade Araujo and Anne Manson. The Vanier Canada Graduate Scholarships are considered one of Canada's most highly prestigious academic awards.

Araujo, studying at the Faculty of Kinesiology and Recreation Management, will undertake a PhD in Applied Health Sciences. He works under Dr. Todd Duhamel, Principal Investigator Physical Activity and Chronic Disease Prevention, Institute of Cardiovascular Sciences.

Manson, a PhD student in the Nutrition and Lipid Mediators Lab under Dr. Harold Aukema, studies Plant and Animal Biology - Animal Physiology and Metabolism.

Named after Major-General Georges P. Vanier, the first francophone Governor General of Canada, the Vanier Canada Graduate Scholarship provides \$50,000 per year for three years during the scholar's doctoral studies and assesses each candidate on academic excellence, research potential and demonstrated leadership potential.



Photo: Courtesy of St. Boniface Hospital

ANNE MANSON

Doctoral student at St. Boniface Hospital named Vanier Scholar in 2021.



Photo: Courtesy of St. Boniface Hospital

DANIEL SCHWADE ARAUJO

Doctoral student at St. Boniface Hospital named Vanier Scholar in 2021.

The presence of Vanier scholars showcases St. Boniface Hospital's ability to attract and retain world-class talent, helping to strengthen our position as a research centre of excellence and higher learning.

Vanier Scholars demonstrate leadership skills and a high standard of scholarly achievement in graduate studies in the social sciences and humanities, natural sciences and/or engineering and health.

Being Physically, Emotionally and Financially Sustainable



An Exceptional Learning Opportunity

The Undergraduate Nurse Employee (UNE) program hires undergraduate nursing students, meaning they can begin working in certain capacities before they graduate. This provincial program gives nursing students an opportunity to gain experience and adds wonderful value to St. Boniface Hospital.

The Undergraduate Nurse Employee (UNE) program is regionally managed through Shared Health. Very quickly after the program launch, beginning in December, 2021, St. Boniface Hospital began offering these positions at its site. Forty-two nursing students have been hired at the hospital since then, in medicine, surgery, cardiac and mental health programs.

"This program allows us to begin to develop an employment relationship with the nursing students in the hopes that the UNE's choose. Once they graduate, to become nurses at our facility and begin their career here." *Joelle Sanche*

Joelle Sanche, Human Resources Consultant at St. Boniface Hospital, explains how the program works and benefits everyone. "Generally, our UNEs are in their third or fourth year of nursing school. There is a minimum of requirements to obtain a UNE position,

for instance having completed 450 clinical hours. UNE positions are casual positions, meaning they can pick up shifts when they are able to. They may pick up full-time during the summer and less when they are in school. Once they graduate, they are not eligible for UNE anymore and they would have to apply to actual nursing positions."

Joelle Sanche: "This program allows us to begin to develop an employment relationship with the nursing students in the hopes that the UNE's choose to do their practicum here, and then, once they graduate, to become nurses at our facility and begin their career here."

So far, 9 out of 24 students who completed a UNE position at St. Boniface Hospital chose to do their senior practicum in our hospital. This increases their chances of gaining a position here after graduation and for Larissa Nimchonok, Recruitment Lead for the Human Resources of St. Boniface Hospital, that is a big win. "Employers are trying to recruit and retain nurses. It's a challenge."



**LARISSA NIMCHONOK
AND JOELLE SANCHE**

Larissa Nimchonok,
Recruitment Lead for the
Human Resources, and
Joelle Sanche, Human
Resources Consultant at
St. Boniface Hospital.

The UNE program is a great opportunity to get nurses in the building before they are actually registered nurses. They get to know staff on the units, develop working relationships and they get to learn the culture here. We encourage positive relationships so they want to come back after they graduate and be part of the team.”

“The UNE program is a great opportunity to get nurses in the building before they are actually registered nurses. They get to know staff on the units, develop working relationships and they get to learn the culture here.” *Larissa Nimchonok*

“The UNE program is also a wonderful learning opportunity for students, who get hands on extra clinical experience above and beyond what their program offers.”

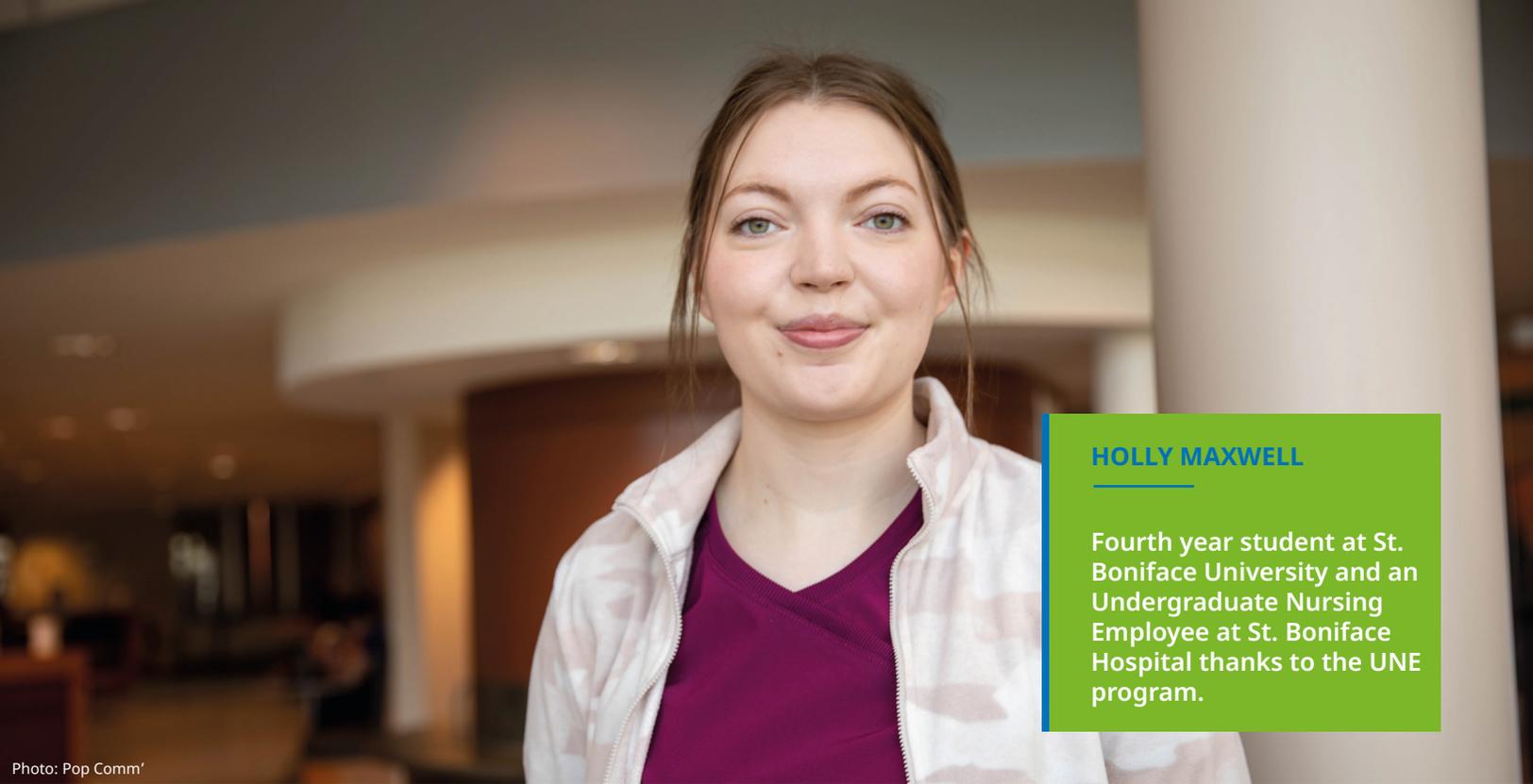
As Larissa Nimchonok explains, “The UNEs are paired with a registered nurse who

oversees their work and follows them along throughout the shift. They are not on their own and not used as additional staff. They are here to help and learn.”

Heather Boyd, Program Team Manager in Surgery, who follows up regularly with students who are employed at St. Boniface Hospital, witnesses the wonders of the UNE program.

“I find that the UNE students gained confidence working alongside the nurses on the unit. I followed up with one of the students who is currently in her senior practicum and the experiences working as UNE allowed her to feel more comfortable at the start of her practicum. I think this is wonderful.”

“I find, too, that being paired with an undergraduate nursing student is helpful for the nurses on our unit,” adds Heather Boyd. “The relationship between the UNE and nurses on the unit is reciprocal.”



HOLLY MAXWELL

Fourth year student at St. Boniface University and an Undergraduate Nursing Employee at St. Boniface Hospital thanks to the UNE program.

“The students bring with them the up-to-date practice standards they have learned in school and are able to share that with the nurses they are paired with.”

Holly Maxwell was able to experience that first hand. Currently in her fourth year of nursing school, she is one of the students employed at St. Boniface Hospital through the UNE program. “I was lucky enough to have done a clinical rotation on the same unit that was hiring UNEs,” says Holly Maxwell.

“I had a great experience in that unit and I knew it was a good place to learn. I applied and am so happy I got a position. It is an opportunity to further my experience outside of school. We do get to spend some hours in hospital, but actually working independently from school is another experience to help me get into the nursing profession.”

For Holly Maxwell, the advantages of being part of the UNE program are numerous. “The schedule is very flexible, which is great. Not a lot of jobs allow you to pick your own shifts. Being able to have had this experience definitely sets me up for success.”

“It gave me a lot more confidence and, honestly, it showed me a different side of the job, not only as a nursing student, but by being a member of a real health care team. This is where I’m going to be working in the future and I’m excited to be there!”

Holly Maxwell hopes to get a registered nurse position at St. Boniface Hospital after she graduates in June. “It definitely showed me that this is a great environment to work in. The way the hospital, the culture and the environment work are definitely attractive to me.”

A Great Leader for a Great Challenge

Taras Stecy is the Safety Coordinator and Biosafety Officer at St. Boniface Hospital and Albrechtsen Research Centre. Due to the pandemic, his role changed drastically in the past two years. But thanks to incredible team work, his dedication to excellence and his expertise, he became a leader in health and safety across the whole province.

Taras Stecy and his team, including Quim Reis (Safety Advisor), Andrew Tonog (Health and Safety Assistant), and Chris Robson (Health and Safety Assistant), have the responsibility of implementing the health and safety program at St. Boniface Hospital.

That means creating policies, programs and safe work procedures. He shares: “When I

started here in 2003, my phone never rang. We had one policy. Now we have 45. It shows that we have initiated an outstanding safety culture within the hospital.”

Of course, when the pandemic started, his work changed drastically, in no small way because the main responsibilities of the safety team are to look at prevention methods and

TARAS STECY

Safety Coordinator and Biosafety Officer at St. Boniface Hospital and Albrechtsen Research Centre.



to check all the Personal Protective Equipment (PPE). Taras Stecy: "There was a shift in focus and priorities and a lot of questions about COVID-related issues. We had to do a lot more evaluation than we have ever done before, for gowns, gloves, face shields, and safety glasses."

"I took this challenge on with some reluctance, because I knew it was going to be a lot of work. It turned out to be much beyond anything I had considered. But the end results are excellent." Taras Stecy

The biggest challenge regarding PPE evaluation concerned N95 respirators. As it was known worldwide, manufacturers were not keeping up with the demands and N95 masks were difficult to find. At St. Boniface Hospital, we had to switch masks and decide what model could be used to keep everyone protected.

"I was approached by the provincial government procurement team to see if I wanted to act as their knowledge expert for evaluating N95s that they might consider procuring," Taras Stecy says. "The reason for that is that we have a good reputation here at St. Boniface Hospital. We have excellent equipment and highly trained and experienced staff for fit testing and evaluating PPE."

Indeed, over the course of many months, Taras Stecy and the safety team of St. Boniface Hospital tested more than 175 models of respirators. Each trial requires several fit tests, several phases and aims to meet the highest safety standards.

As Wendy Barlshen, Manager of Human Resources and the Occupational and Safety Department, says, "It was a lot of work. Taras was testing all the N95 respirators before they were used in the entire province, not only our hospital. The whole region relied on him and would not even purchase anything unless he said it was okay."



Photo: Courtesy of Taras Stecy

N95 respirator fit testing conducted by the St. Boniface Hospital Safety Team.

For Taras Stecy, it was definitely one of the biggest challenges of his career. "I took this challenge on with some reluctance, because I knew it was going to be a lot of work, and I still had to do my regular job. It turned out to be much beyond anything I had considered. There were times I wanted to quit. But the end results are excellent."

"We were able to make recommendations to procurement for what equipment was going to properly work and be safe for our staff. And we did this in Manitoba before the majority of other provinces. To some extent, we helped the rest of the country to fast track their selection protocol."

"To some extent, we helped the rest of the country to fast track their selection protocol." *Taras Stecy*

Among the 175+ models that were tested, many were rejected because they did not meet medical standards. However, they could be used in other sectors outside of healthcare. By the end of the trials, 13 models met the certification requirements and those are the models the province has been using since.

Taras Stecy says that he gives credits to his team. "They worked endlessly. I kept stressing the importance that we are here to help our staff; it's our main purpose."

"We are here to help our staff; it's our main purpose. St. Boniface Hospital is my hospital. I want to do everything I can to eliminate risk for our staff and our patients." *Taras Stecy*

"When we became safety professionals, we did that with the understanding that we would be able to help others. St. Boniface Hospital is my hospital. I want to do everything I can to eliminate risk for our staff and our patients."

"Personally, I think that I became more resilient, stronger. It was very rewarding for me and humbling, too. People on the highest level in the province would call me directly and ask my opinion on respiratory protection. And at the same time, I knew I was providing a good respirator so our staff were safe during the pandemic."

"How Taras stepped up changed things in the whole province, not just at St. Boniface Hospital," says Wendy Barlishen. "The benefits were recognized even nation-wide because of the tests he did in our hospital."

"He is a sought-after, well-respected health and safety professional, a key contributor. I don't know what we would have done in health care without him."



Live Compassion in Every Action



St. Boniface Research Helps Develop Compassion Measurement Tool for Improved Patient Experiences

At a time when virtually all hospital patients and long-term care residents were isolated from loved ones during the COVID-19 pandemic due to visitor restrictions, the expression of compassionate care became even more important for the wellbeing of Canadians.

How patients experience compassion in the health-care system is something that can now be more accurately measured, with the use of the Sinclair Compassion Questionnaire (SCQ), a first-of-its-kind tool developed jointly by Dr. Thomas Hack, of St. Boniface Hospital Research and the University of Manitoba College of Nursing, and his co-principal investigator Dr. Shane Sinclair from the University of Calgary.

"I am so pleased this tool is available to empower healthcare facilities and their teams to be better at alleviating the suffering of our fellow humans," said Dr. Hack.

The product of a comprehensive country-wide study examining patient experiences in the

health-care system, SCQ was based on data gathered from more than 600 individuals in acute care, long-term care and hospice settings, and will be of particular benefit to teams working in these facilities.

"We talk about compassion a lot as health care professionals, but it's really how the patient perceives and receives compassion that matters the most.

"I am so pleased this tool is available to empower healthcare facilities and their teams to be better at alleviating the suffering of our fellow humans." *Dr. Thomas Hack*



DR. THOMAS HACK

Of St. Boniface Hospital
Research and the
University of Manitoba
College of Nursing.

"We talk about compassion a lot as health care professionals, but it's really how the patient perceives and receives compassion that matters the most."

Dr. Thomas Hack

That's why we undertook the study and developed the questionnaire – to create a robust tool that truly captures with consistency, validity, accuracy and sensitivity, that can help inform better

programming in our facilities and how our staff are trained to deliver compassionate care," Hack said.

Hack said he and Sinclair hope the SCQ can ultimately

become part of inpatient medical records and then aggregated to produce institutional compassion scores.

"This would allow health care teams to improve compassion, and patients and families to determine things such as which long-term care home to place their loved ones in, based on the compassion scores of those facilities," Sinclair said.

Their Mission: Taking Care of Their Colleagues

Aiza Luna and Erin Marshall are the two Occupational Health Nurses at St. Boniface Hospital. During the pandemic, they were a crucial support for their colleagues. They were the COVID experts in the hospital and were there to compassionately answer questions and concerns.

As Erin Marshall says, it is for her “a great honour and a responsibility to care for the employees who provide care and services to the community and the patients who come to St. Boniface Hospital.”

The Occupational Health Nurses play a key role in the hospital, as Erin Marshall explains, “We are here to promote the health and well-being of our employees. One of our main roles

is to prevent illness in our staff and our patient population.”

It goes without saying that a big part of their work for the last two years has involved COVID-19. That would include COVID-19 follow-ups, contact tracing and answering questions from staff members. “The volume of staff calling was astronomical,” says Erin Marshall.

ERIN MARSHALL

Occupational Health
Nurse at St. Boniface
Hospital since 2015.





WENDY BARLISHEN

Manager of Human Resources and the Occupational and Safety Department at St. Boniface Hospital.

Photo: Pop Comm'

“Things with COVID were changing so fast. It was really hard for people to keep up and to know the right thing to do. Our job was to be the experts on COVID and to know how to proceed.”

Wendy Barlischen, Manager of Human Resources and the Occupational and Safety Department, explains one of the biggest challenges the two Occupational Health Nurses had to face because of the pandemic.

“Before COVID, it was a minor thing for them to verify staff’s vaccination status or their exposure to a communicable disease.

But with COVID, everything changed. They had to do all the contact tracing for each outbreak in the hospital and for all the employees of the hospital. Imagine: two nurses

for 4,000+ employees. It was overwhelming to say the least.”

The two Occupational Health Nurses were thus taking care of testing, results and all the procedures afterwards, meaning it fell to them to decide if staff members should stay at home or go back to work. They also designed and organized the rapid-test site for staff.

“It was taking a really long time for staff to get their COVID test results back when they were tested in the community,” continues Erin Marshall.

“To ensure we were able to give staff the opportunity to return to work in a timely manner, the rapid testing site was opened up in the parlour and it allowed staff to get tested and then get the results back very quickly.”

Erin Marshall and her colleague Aiza Luna did everything in their power to protect everyone at St. Boniface Hospital during these difficult times. “I never thought that I would be a part of something so unprecedented in my lifetime, as challenging as it was,” says Erin Marshall. “To see everyone truly collaborating... It was really something to be a part of and I’m really proud of our role in that.”

“We have a long history of amazing Occupational Health Nurses who worked prior to me and built up a wonderful program,” adds Erin Marshall. “I really hope to honour them in the care that I provide to our staff, to be compassionate, to understand where people are coming from. I owe it to them to continue this work as best as I can.”

“Our Occupational Health Nurses were leaders in keeping our staff safe, while the staff was keeping their patients safe,” says Wendy Barlischen. “They shared so much empathy. A lot of people were afraid to go to work, while everyone else was staying home. They have been so kind, caring and compassionate and made the staff feel safer. Without them here, I don’t think some of our staff would have come to work.”

A Unique Act of Generosity

We know that compassion is a core value of our hospital and is reflected in our each of our actions. But when compassion comes to us from the community, its power is even stronger.

In 2021-2022, tens of thousands of meals were generously donated to employees in all departments of St. Boniface Hospital, to provide support and comfort during the difficult times imposed by the pandemic. The Princess Auto Foundation made this initiative possible.

"We were overwhelmed by the generosity shown by the community and supporters of St. Boniface Hospital!" *Tanya Gadd*

"We were overwhelmed by the generosity shown by the community and supporters of St. Boniface Hospital!" says Tanya Gadd, Commercial Services Manager at St. Boniface Hospital.

"Some days, we received up to 200 meals for our staff and physicians, in large part from the Princess Auto Foundation. The meals were, of course, very much appreciated and enjoyed by our staff and physicians. It brought comfort and moments of joy to our hardworking staff."

The Princess Auto Foundation distributed meals prepared by Earls, Trans Canada Brewing, Fionn MacCool's and Deer + Almond. Other restaurants that generously donated meals to the hospital included Pita Pit (with

thanks to Chisick Metal), Salisbury House, MITT culinary students and staff from True North & Entertainment and Old Navy, among others.

"This was a wonderful initiative on part of the donors on helping those even outside of the hospital, as it also allowed participating restaurants and their staff to work when everything was closed," says Tanya Gadd.

Between June 8 and July 21, 2021, 3,200 meals were donated, and another 10,256 from January 12, 2022 to February 28, 2022.

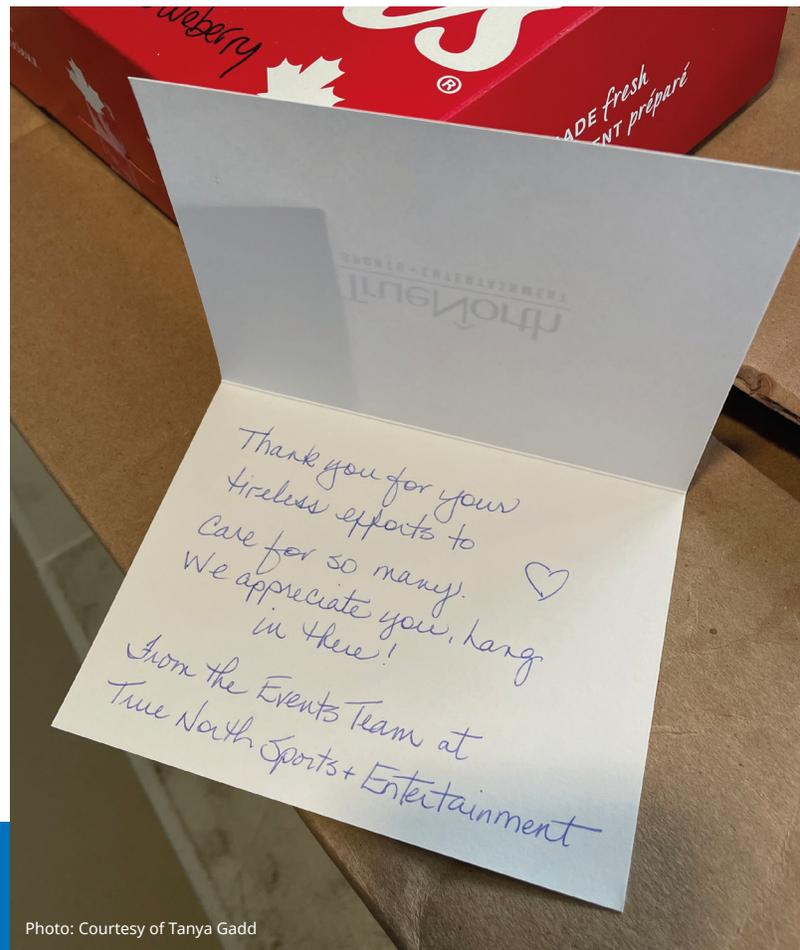


Photo: Courtesy of Tanya Gadd

Tanya Gadd treasured the dozens of thank you messages from staff. Daniel Molin thanked on behalf of the hospital's COVID team: "I would like to say a special thank you from myself on behalf of the St. Boniface Hospital COVID Team.

"The meals were very much appreciated by our staff and brought comfort and moments of joy to our hardworking staff." *Tanya Gadd*

We all appreciated the kindness today. The donuts brought a smile to the faces of everyone on our team. It's nice to see the smiles, even under the masks, thanks to you. We're sending a big thank you on behalf of all of us for your kindness and generosity."

On behalf of the 4,000+ staff and physicians, thank you so much to all who provided the meals!



Photo: Courtesy of Tanya Gadd



Meals generously offered to St. Boniface Hospital's staff from True North & Entertainment.

Photo: Courtesy of Tanya Gadd

Annexes



Our Year at a Glance

25,130 ^{+ 1%}

**Total number
of admissions**

2020/21 : 24,896

6.4 days ^{+ 6%}

**Average length
of stay**

2020/21 : 6.0

50,319 ^{+ 54%}

**Number
of remote visits**

2020/21 : 23,006

69,914 ^{+ 13%}

**Number of visits
to rehabilitation
services**

2020/21 : 61,003

7,896 ^{+ 25%}

**Number of social
work consultations**

2020/21 : 5,896

4,753 ^{+ 3%}

**Number of people
who gave birth**

2020/21 : 4,623

13,057 ^{+ 7%}

**Total number of
surgeries performed**

2020/21 : 12,107

993 ^{+ 6%}

**Number
of heart surgeries**

2020/21 : 916

SAINT-BONIFACE HOSPITAL

March 31, 2022, with comparative information for March 31, 2021 (in thousands of dollars)

CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION	FINANCIAL ASSETS	31 March 2022	31 March 2021
		Cash and investments	19,190 \$
Accounts receivable	29,290	17,492	
Future employee benefits recoverable from Winnipeg Regional Health Authority	24,637	25,401	
Investments	2	122	
	73,119	61,738	
	LIABILITIES		
Accounts payable and accrued liabilities	53,740	49,621	
Future employee benefits payable	29,310	30,083	
Unearned revenue	13,838	14,294	
Long-term debt	74,551	73,940	
	171,439	167,938	
Net debt	(98,320)	(106,200)	
	NON-FINANCIAL ASSETS		
Tangible capital assets	156,386	162,820	
Inventories	9,372	9,671	
Prepaid expenses	1,584	1,648	
	167,342	174,139	
Accumulated surplus	69,022 \$	67,939 \$	

Year ended March 31, 2022 with comparative information for 2021 (in thousands of dollars)

CONDENSED CONSOLIDATED STATEMENT OF OPERATIONS	REVENUE	2022	2021
		Winnipeg Regional Health Authority	376,523 \$
Patient services	7,467	5,571	
Non-insured services	12,379	12,825	
Government transfers related to capital	11,349	10,925	
Other income	4,084	3,447	
Total revenue	411,802	352,079	
	EXPENSES		
Insured services programs	314,171	269,824	
Indirect services	84,641	74,931	
Non-insured services	11,907	12,933	
Total expenses	410,719	357,688	
Annual surplus (deficit)	1,083 \$	(5,609) \$	
	CASH PROVIDED BY (USED IN):		
Operating activities	5,376	8,375	
Capital activities	(5,641)	(9,168)	
Investing activities	120	-	
Financing activities	612	(2,028)	
Increase (decrease) in cash	467 \$	(2,821) \$	

These condensed consolidated financial statements have been extracted from audited consolidated financial statements, which on June 16, 2022, KPMG LLP reported an unqualified audit opinion on.



Board of Directors 2021-2022

Tom Carson — *Chair*

Nicole Aminot — *Interim President & CEO*

Debbie Brown — *Vice-Chairperson*

Jacqueline Gosselin — *Vice-Chairperson*

Gabor Csepregi

Hugh Goldie

Normand Gousseau

Diane Leclercq

Daniel Lussier, ex-officio

Carmine Militano

Gary Pachal

Clayton Sandy

Alice Sayant

Fiona Webster Maurant

