PRAIRIE MOUNTAIN HEALTH
SANTÉ PRAIRIE MOUNTAIN

Annual Report 2024-2025

Health and Wellness for All

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Land Acknowledgement

Prairie Mountain Health facilities are located on Treaty 1, 2, and 4 Territories, the original lands of the Dakota, Anishinaabe, Cree, Oji-Cree, and the National Homeland of the Red River Métis.

Prairie Mountain Health acknowledges the harms and wrongs of the past and is committed to providing culturally safe health care that is without racism and discrimination.

Prairie Mountain Health recognizes that improving the health status, health outcomes and equitable access to quality health care for Indigenous peoples, is essential to achieving PMH's Vision of Health and Wellness for All.

We dedicate ourselves to moving forward in partnership with First Nations, Métis and Inuit individuals, families, and communities in spirit of reconciliation and healing.

PRAIRIE MOUNTAIN HEALTH
SANTÉ PRAIRIE MOUNTAIN

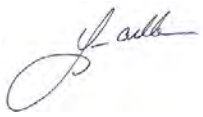
LETTER OF TRANSMITTAL AND ACCOUNTABILITY

We have the honour to present the annual report for Prairie Mountain Health (PMH) for the fiscal year ended March 31, 2025.

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

Respectfully Submitted on Behalf of PMH

Respectfully submitted,



Lon Cullen,

Chair, Board of Directors

Treena Slate

CEO, Prairie Mountain Health

BOARD GOVERNANCE

Prairie Mountain Health operates under the direction of a Board of Directors, appointed by the Minister of Health. The Board's mandate and responsibilities arise from the *Health System Governance and Accountability Act*. The Act provides the legislated responsibility and authority to plan, manage, deliver, monitor and evaluate health services within the region. The Board does this in a variety of ways, including providing sufficient oversight measures and ensuring the organization's accountability by monitoring and evaluating its performance. This includes interacting and communicating with its stakeholders and partners, which includes the general public. Although Board members reside in various communities throughout the health region, they represent the entire region at the Board table.

The PMH Board of Directors conducts about 10 meetings per year, through a combination of virtual and in person meetings. The Board oversees the establishment of regional strategic priorities contained within the Strategic Plan. Associated performance measures and major initiatives are monitored on a regular basis.

We would also like to take this opportunity to thank the Board members who completed their terms in 2024-2025: David Moriaux, Wanda Sandy, Wade Schott, Jana Knight, Shep Kaastra and Carla McLean.

Supporting the work of the Board of Directors are three (3) Standing Committees of the Board, and each include a Patient Partner on the Committee:

The Finance / Audit Committee advises and makes recommendations to the Board respecting:

- The annual budget for capital and operating revenues and expenditures for the ensuing fiscal year.
- Review of management's plans, processes and systems necessary to obtain reasonable assurance that financial risk is being effectively managed and controlled.
- The audit plan and results of the external audit.
- The development of Board policies for the management of funds in accordance with relevant legislation and financial reporting and controls, investment, banking, insurance, donations, bequests, endowments, tendering and purchasing.

The Human Resources Committee advises and makes recommendations to the Board respecting:

- Human Resource priorities within PMH with respect to recruitment and retention policies designed to make the work force of PMH more reflective of the population of the Province of Manitoba with special attention to Indigenous peoples and to meet the needs of the Francophone population of Manitoba.
- Engaging with institutions and organizations in PMH and the Province of Manitoba regarding recruitment to assist in developing and implementing joint programs to recruit and retain health care professionals and health care workers in PMH.
- Advocacy and support for recruitment and retention strategies for Prairie Mountain Health.
- Liaising with communities to foster collaborative relationships and engagement related to recruitment and retention.

The Quality/Patient Safety Committee advises and makes recommendations to the Board respecting:

- Standards and practices to improve quality, patient safety and innovation in health care.
- Structures and processes to monitor and review performance related to quality, patient safety, community input and feedback and compliance with accreditation standards.
- Approving and monitoring key system-level performance measures/indicators of quality and patient safety.
- Reviewing critical incident reports and safety learning summaries; and monitoring actions taken to address recommendations for improvement in an effort to build a culture of safety and learning.
- Learning through listening to patient stories to better inform the work of the committee.

STAKEHOLDER/HEALTH PARTNER CONSULTATION

Stakeholder meetings are regularly held across the region with stakeholders and health partners to discuss local health related issues. Meetings may be held 'in-person' or by virtual means. We will continue to advance our regional strategic goals in coordination with our health partners and stakeholders as we move forward with robust health planning processes and community engagement opportunities.

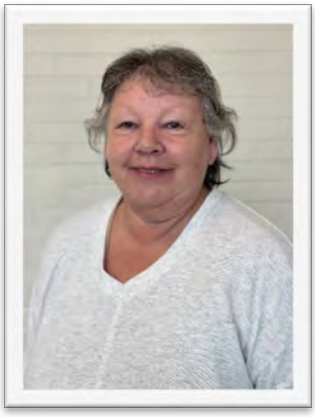
Together, we remain committed working towards our Vision of: *"Health and Wellness for All."*

PRAIRIE MOUNTAIN HEALTH BOARD OF DIRECTORS

(as of April 1, 2025)

Lon Cullen - Board Chair

Donna Davidson - Vice-Chair



Debbie Huntinghawk

Ron D. Janzen

Kim Magalhaes

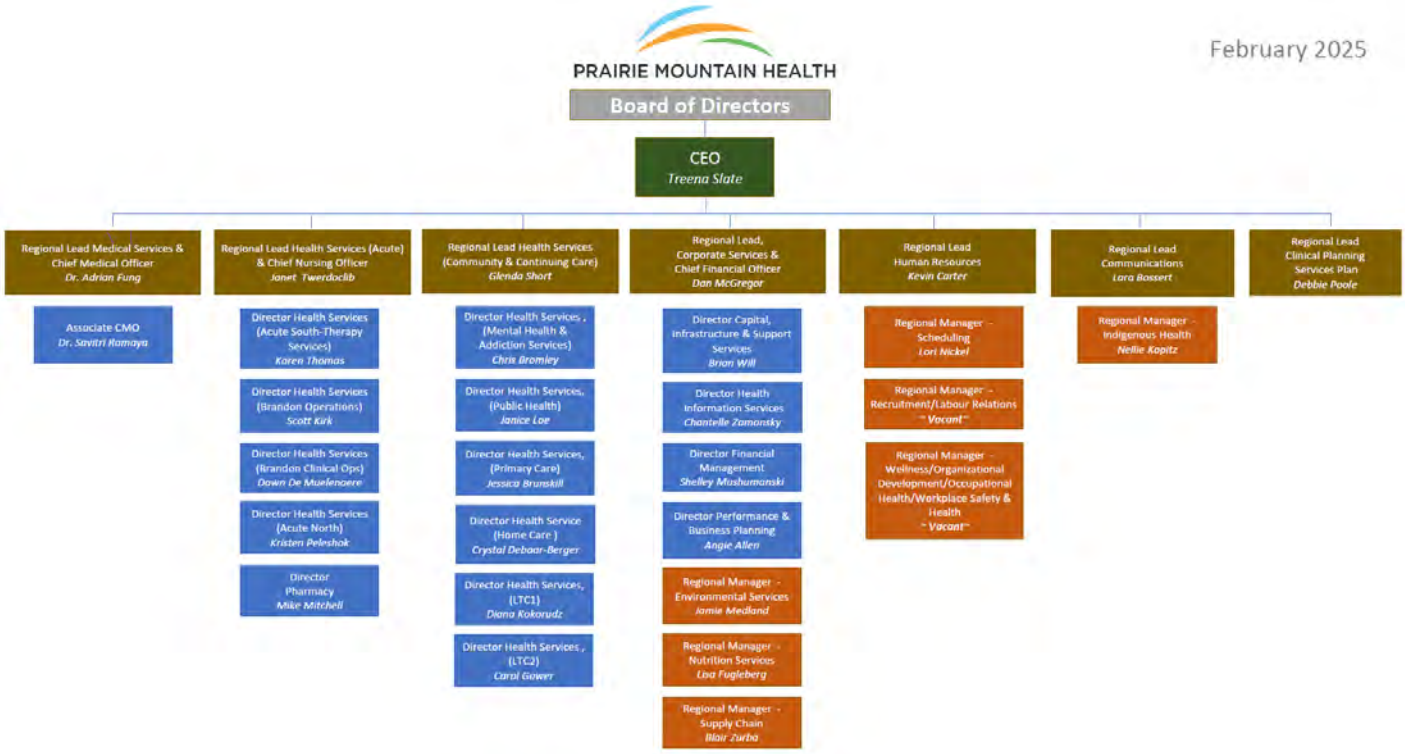
Jody Stevens

Lori Rodych

Sue Stirling

Judy Swanson

ORGANIZATIONAL STRUCTURE



Organizational Structure 2024/2025

In 2024 - 2025, the following senior level organizational changes occurred:

- With the retirement of the Regional Lead – Quality, Patient Safety & Accreditation in January 2025, changes were made to the leadership of this portfolio. On an interim basis, the responsibilities of this position were assigned to a Regional Manager – Quality, Patient Safety & Accreditation reporting to the Regional Lead – Health Services (Acute) & Chief Nursing Officer.
- Responsibility for Patient Relations was assigned to the Regional Lead – Communications
- The Director Health Services, Addictions Services was reclassified to a manager position reporting to the Director Health Services, Mental Health.

STRATEGIC PLANNING

In accordance with *The Health System Governance and Accountability Act*, and as approved by the Board of Directors, Prairie Mountain Health's 2023-2028 Strategic Plan was released on April 1st, 2023. An updated Strategic Plan for 2025 – 2030 was released on April 1st, 2025.

Vision: Health and Wellness for All

Mission: We partner with others to promote and improve health through quality, client-centred healthcare

Values:

Integrity; We commit to honesty and ethical behaviour

Accountability; We take ownership of our actions

Equity; We strive to deliver health services where and when they are most needed

Respect; We believe that kindness matters – to each other and those we serve

Engagement; We connect, listen, and work together

Quality; We aim for excellence, individually and collectively

Strategic Priorities:

Positive health care **experience** for Manitobans, with a focus on **quality** health services

Improved health **system capacity**, **performance** and **accountability**

Empowered, adaptable and high-performing **workforce**

Strengthen fiscal **sustainability** and **value for money**

As we reflect over the past year, commitment and accountability have been demonstrated by teams throughout the organization as they plan and act upon the priorities and goals of our strategic plan. It is evident that purposeful strategic planning enhances collaboration, leads to improved teamwork and enables informed decision-making.

Read through this annual report to learn more about the initiatives and activities that have helped advance our strategic priorities and goals.

PMH COMMUNICATIONS

In 2024-2025, the region continued to improve internal and external communication processes as part of its overall communication plan. Some highlights included:

Website – www.prairiemountainhealth.ca **–** PMH continually reviews its public website to better help the needs of our clients and visitors. This includes emergency department schedules which are updated daily. We strive to provide easy access to current news, events, public alerts, information about programs and services, as well as career opportunities.

Staff Intranet – The internal website is designed specifically for staff knowledge to ensure our employees can easily find policies, health program/service information, internal directory assistance, education updates and career information. Our intranet also consists of a file sharing system to help staff work within team environments. The weekly electronic staff newsletter, *Prompt,* is also housed within the Intranet.

Health Plus newsletter - A subscription-based electronic newsletter is published monthly to update the public on PMH programs, services, initiatives, upcoming events and career opportunities. Those wishing to subscribe to the Health Plus newsletter can visit the PMH website to register.

Join our mailing list View all editions

Human Resources Support – The Communications team continued an increased focus on public awareness of careers and recruitment initiatives. With funds provided by the Brandon Regional Health Centre Foundation, a canopy tent and banners for parades, fairs and events was purchased and is well-used in the region.

Promotional Material Development – Used to assist all programs and services in the development and design of consistent and easy-to-understand public education matter such as pamphlets and posters.

Social Media - PMH has active Facebook, Instagram and Twitter accounts along with a YouTube channel.

Video Production – External and internal videos are created for staff education, and general public information. Videos are also produced for virtual public education such as post knee and hip operation and heart attack recovery.

Digital Signage – PMH is currently trialing a new digital signage system. We have two systems one in the BRHC main atrium and one in the Brandon Minor Injury and Illness Clinic.

Well Wishes- Well wishes messages continue to be sent to patients and residents in the region.

CONTACT US:
EMAIL: communications@pmh-mb.ca

Prairie Mountain Health
12K FOLLOWERS

@prairiemthealth
2841 FOLLOWERS

Prairie Mountain Health
Videos created for both staff and public education.
831 FOLLOWERS

@prairiemthealth
1348 FOLLOWERS

Prairie Mountain Health
1233FOLLOWERS

ABOUT PMH

Prairie Mountain Health spans an area from the 53rd parallel in the north to the United States border in the south and from the Saskatchewan border across to Lake Manitoba to the east. It covers an area of 67,000 square kilometres.

Prairie Mountain Health facilities are located on Treaty 1, 2, and 4 Territories, the original lands of the Dakota, Anishinaabe, Cree, Oji-Cree, and the National Homeland of the Red River Métis.

Acknowledging traditional territories and treaties confirms recognition and respect for the Indigenous populations, past and present.

There are 14 First Nation communities situated in the geographical area of PMH. The First Nation communities of Ebb & Flow, Keeseekoowenin, O-Chi-Chak-Ko-Sipi and Skownan are signatory to Treaty # 2 that was signed in 1871. Gambler First Nation, Pine Creek, Rolling River, Sapotaweyak Cree Nation, Tootinaowaziibeeng, Waywayseecappo and Wuskwi Sipihk are signatory to Treaty # 4 that was signed in 1874.

The Dakota First Nation communities of Birdtail Sioux, Sioux Valley and Canupawakpa are not a part of the numbered treaties. However, they are recognized as having occupation of territories within Manitoba and have secured alliances and arrangements with the Crown.

The Manitoba Métis Federation (MMF) is represented by seven regions with a provincial Métis population of well over 120,000. The MMF-Southwest and MMF-Northwest regions are within the boundaries of PMH with a small pocket of several northern Métis Locals/communities affiliated to MMF's The Pas Region. There are 15 Northern Affairs (Métis) communities within the region.

PMH is home to 38 Hutterite communities, all of which are located south of Riding Mountain National Park.

There are two designated Francophone communities; St. Lazare in the district of Asessippi and Ste. Rose in the district of Agassiz Mountain. There is also a significant French speaking community on and around the Canadian Forces Base, Shilo.

PMH at a Glance

Health and Wellness for All

OUR REGION

Geographic area: 67,000 sq. kms

Number of municipalities: 58

First Nation communities: 14

Northern Community Councils: 15

Metis Federation Regions: 3

Hutterite communities: 38

Prairie Mountain Health region (shaded green area on map to the left) is one of five Regional Health Authorities in Manitoba.

Communities listed are for area/boundary reference points only and do not indicate the total number of communities, or size of communities, within PMH.

OUR PEOPLE

Population within PMH: 168,876

Percentage of MB population: 12.6 %

Indigenous population within PMH: 31,170

Indigenous population *(as % of MB Indigenous pop.)*: 13.1%

Number of PMH employees: 7,500

Total number of physicians: 244

Number of specialists: 81

Nurse Practitioners: 30

OUR FACILITIES

Acute care sites: 20
Acute care beds: 795

Long term care sites: 43
Long term care beds: 2,003

Transitional care sites: 9
Transitional care beds: 91

Non-devolved (Affiliates): 6

Shared Health EMS (ambulance) facilities: 28

Psychiatry Beds: 57

Primary Health Care Centres: 7

In-House Addiction Treatment Facilities: 2

OUR SERVICES

Dialysis Units: 4

MRI machines: 2

CT Scan machines: 3

Mobile Clinic: 1
(Primary care bus)

Community Cancer Programs: 7

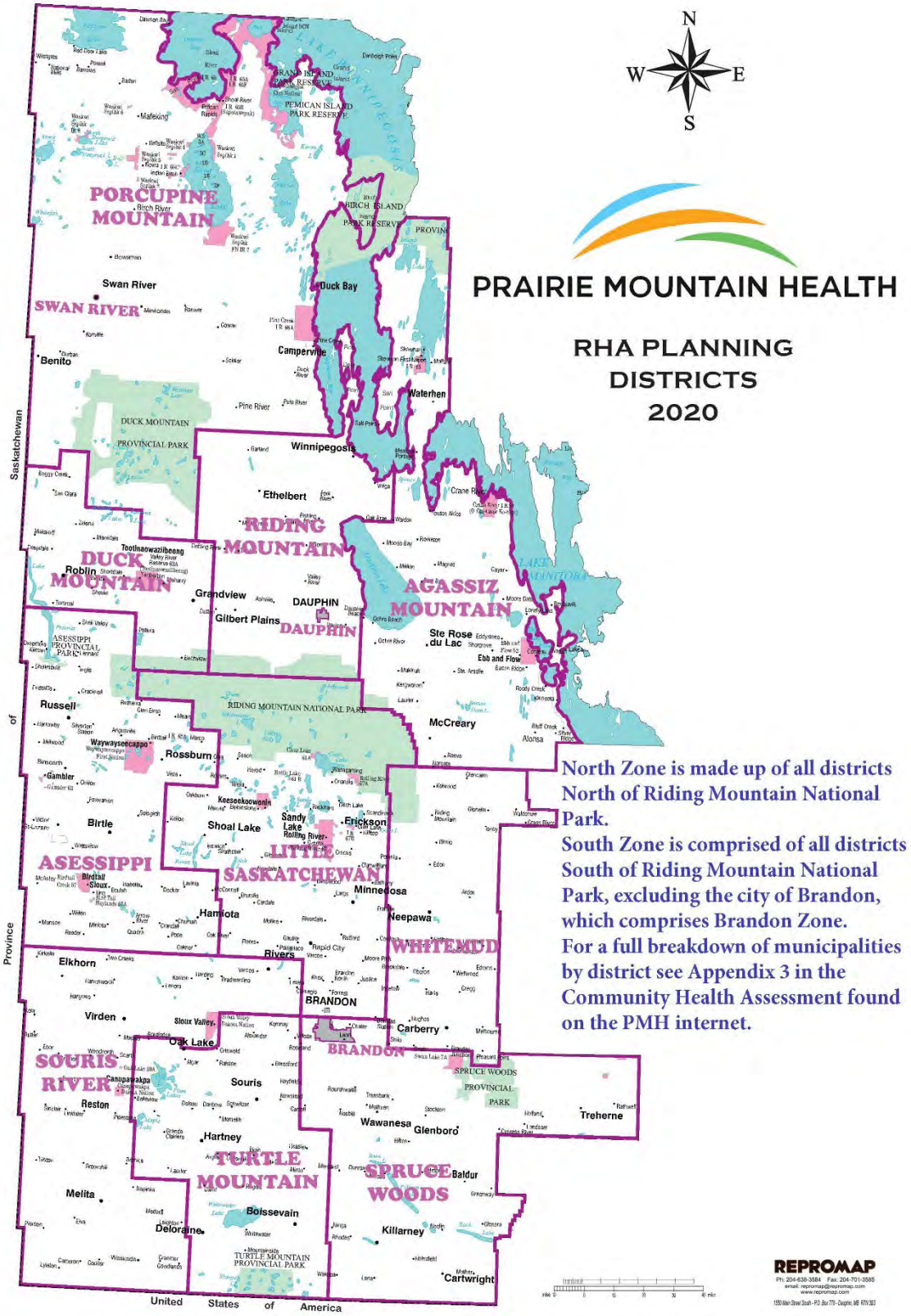
My Health Teams: 2

Telehealth communities: 27

**This is a snapshot of services offered within PMH. Visit www.prairiemountainhealth.ca for information on additional services.

All numbers are subject to change and were accurate at time of creation | September 2024.

www.prairiemountainhealth.ca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PRAIRIE MOUNTAIN HEALTH
RHA PLANNING DISTRICTS 2020
PORCUPINE MOUNTAIN
SWAN RIVER
DUCK MOUNTAIN
RIDING MOUNTAIN
AGASSIZ MOUNTAIN
DAUPHIN
ASESSIPPI
LITTLE SASKATCHEWAN
WHITEMUD
BRANDON
SOURIS RIVER
TURTLE MOUNTAIN
SPRUCE WOODS
Swan River
Duck Bay
Benito
Camperville
Waterhen
Winnipegosis
Ethelbert
Roblin
Grandview
Gilbert Plains
Ste Rose du Lac
Ebb and Flow
Russell
McCreary
Rossburn
Birtle
Shoal Lake
Erickson
Minnedosa
Neepawa
Hamiota
Rivers
Elkhorn
Virden
Sioux Valley
Oak Lake
Carberry
Souris
Reston
Wawanesa
Glenboro
Treherne
Hartney
Melita
Boissevain
Deloraine
Baldur
Killarney
Cartwright
Saskatchewan
Province
of
United States of America
North Zone is made up of all districts North of Riding Mountain National Park.
South Zone is comprised of all districts South of Riding Mountain National Park, excluding the city of Brandon, which comprises Brandon Zone.
For a full breakdown of municipalities by district see Appendix 3 in the Community Health Assessment found on the PMH internet.
REPROMAP

LOOKING BACK: A general snapshot 2024-2025

APRIL 2024

Accreditation-The Accreditation Educational Roadshow scheduled several site visits in an effort to ready staff for the Accreditation Canada survey in April 2024. The goal was to assist staff to feel more prepared regarding important next steps in the region-wide review and answer any additional questions about the process.

MAY 2024

Staff Education-The second of two regional Staff Education Expos wrapped up in Dauphin in early May. The first event took place in mid-April in Brandon. Multidisciplinary presentations were featured with a central theme of Patient Safety.

Neepawa Health Unit milestone- Staff celebrated the 55th anniversary of the Neepawa Health Unit, which opened in May 1969. Staff recognized the milestone with cake and had the opportunity to look back to see what services were offered in the original health unit in 1969, and how services have changed over the years!

Accessibility-The Manitoba government's Accessibility Standard for Information and Communication became law in Manitoba**.** As of May 1, 2024, all public sector organizations are required to provide information and communication that is accessible to all Manitobans. There are many ways people access information and communication as a result of their differing abilities to see, hear and understand information or communicate with others. Presenting information in a variety of ways will improve communication for everyone.
As part of obligations towards creating an accessible, barrier-free environment for everyone, a new training module was developed for all PMH staff.

JUNE 2024

Dauphin Regional Health Centre Smilezones- In collaboration with the Smilezone Foundation and sponsor Dauphin Tim Hortons, PMH officially opened four new Smilezones in June. These were within the hospital's lab and imaging waiting area, the Emergency Department (two) and the Palliative Care family room. The bright, calming and inspiring Smilezones include murals, child-friendly sensory development materials, and new media entertainment systems meant to enhance the facility's person-and family-centred care.

Lab and imaging staff at Dauphin Regional Health Centre (DRHC) give a thumbs up to the new Smilezone areas within the facility.

Dauphin Medical Clinic recognized- The Dauphin Medical Clinic received the U of M, Department of Family Medicine's 2024 Teaching Site of the Year Award in June 2024. The awards are held annually to celebrate outstanding staff, faculty, residents, and teaching sites who elevate the Department of Family Medicine, improve healthcare, and help to train the next generation of caring and committed family physicians.

AUGUST 2024

Russell and area communities reach goal- Construction to expand Community Cancer Program space at Russell Health Centre was completed and the significant milestone was recognized at a grand opening celebration on August 21. The $2.5 million building expansion, which went into use in mid-July, improves patient experience and access to cancer treatment services for Russell and the surrounding region. The building addition, funded almost entirely by the local Expanding Community Cancer Committee, was roughly four times the size of the former space located within the hospital and offers larger patient care areas, improved work space for staff and in the fall, a new parking lot addition for easier patient access.

Russell Cancer Care Building ceremonies

Physician recruitment- PMH recruited five International physicians to work within the region. In return for regional sponsorship, MPLIMG doctors agree to practice in their respective communities for four years. The five new doctors were assigned to the communities of Deloraine, Grandview, Russell, Ste. Rose and Virden. PMH is sponsoring eight more MPLIMG physicians and if their training is successful, they will be able to commence practice within the health region in the fall of 2025.

SEPTEMBER 2024

New Clinic in Brandon-The Minor Injury and Illness Clinic in Brandon, located on the main level of 144 6th Street opened near the end of Sept. 2024. The Clinic is staffed by a physician and/or nurse practitioner, nurse, clerk and other health-care professionals who will provide support for minor health concerns including minor injuries as well as primary care needs. Staff are able to further connect patients to additional services as needed.

Provincial FASD strategy- In September 2024, a renewed five-year Fetal Alcohol Spectrum Disorder (FASD) Strategy, aimed at timely and effective supports for Manitobans affected by FASD and alcohol use in pregnancy, was released by the province. Additional support was announced for the InSight Mentoring Program, which provides three years of mentorship to help pregnant people stop or reduce alcohol use during pregnancy. The additional funding supports expanded programming at sites in the province, one of which is in Dauphin.

OCTOBER 2024

Addiction services-The province announced that Manitobans can now get addictions treatment through Rapid Access to Addictions Medicine (RAAM) clinics virtually and without an appointment using any smartphone, tablet or computer. Funding was announced to support the development of the *Digital Front Door* health services platform, which enables existing RAAM clinics to offer virtual drop-in clinics led by nurses. RAAM clinics are drop-in clinics for people looking for help with substance use and addictions including those who may want to try medical assistance to reduce or stop their substance use. PMH has a RAAM clinic in Brandon. Services are provided on a first-come, first-served basis. Connecting with providers clients can get access to the Digital Front Door if they do not have electronic access.

Accreditation update- PMH received its national accreditation status for meeting 23 out of 30 organizational practices. Seventeen surveyors from across the country visited 49 PMH sites from May 25-31, 2024 and reviewed and evaluated the organization. It was the third accreditation review since the region was formed in 2012, with the first comprehensive survey completed in 2016.

Manitoba honours awarded - In October 2024, Premier Wab Kinew awarded one of Manitoba's highest honours, the Order of the Buffalo Hunt, to the first responders of the Carberry bus crash to recognize their bravery and courage following a tragic collision, which took the lives of 17 Manitobans on June 15, 2023. A total of 134 first responders were inducted into the Order of the Buffalo Hunt following a ceremony held at the Legislative Building. First responders from the Carberry North Cypress-Langford Fire Department, Brandon Fire and Emergency Services, Neepawa Volunteer Fire Department, Shared Health Emergency Response Services, STARS air ambulance and Manitoba RCMP, as well as provincial call takers and dispatchers, were inducted. PMH sincerely thanks all who were involved with rescue and care efforts related to the tragedy.

NOVEMBER 2024

Harm reduction-The need for a coordinated and enhanced sharps pick-up and disposal plan was identified following collaborative meetings with Swan River municipal officials and community leaders. PMH worked with a local committee on strategies related to sharps disposal, including a sharps clean up initiative centered around establishment of a sharps pick-up phone line and installation of additional sharps disposal bins around the community. *(More information on regional strategies on Page 25).*

DECEMBER 2024

Volunteer recognition-The PMH Volunteer Services Team extended a heartfelt thank you to all of the Region's incredible volunteers on International Volunteer Day recognized Dec. 5. The unwavering dedication, selflessness, and compassion of volunteers make a tremendous impact on our community, and the region is truly grateful for the time, energy, and care our volunteer heroes provide. The number of registered volunteers across PMH is 994 (including palliative care volunteers) and the number of hours contributed during 2024-2025 was 57, 130!


Volunteering: From l-r, Gilbert Plains PCH planters, the Therapy Dog program, Neepawa High Tea event.

JANUARY 2025

Safety Officers- Newly-trained institutional safety officers (ISOs), the first outside the City of Winnipeg, began patrolling the Brandon Regional Health Centre (BRHC). The province provided funding support to train 17 existing security guards at BRHC for the enhanced positions. BRHC was identified as one of six health sites in Manitoba for initial implementation aimed at improving the health centre's ability to keep staff, patients and visitors safe. ISOs are licensed as Peace Officers and, in health-care environments, have additional training in crisis intervention and de-escalation techniques, search and investigation, evidence collecting, and other important skills.

Seventeen security guards at BRHC were trained for the newly-enhanced Institutional Safety Officer positions in 2024-2025.

Student Rural Interest Group visits PMH- A record 75 first and second-year medical students took part in a weekend workshop January 24-25 as part of the University of Manitoba's student rural interest group. The student group (30 in Killarney and 45 in Brandon) split up into clinical workstations at each site and networked with other health-care professionals and community representatives. The Rural Interest Group (RIG) weekend promotes the benefits of practicing medicine in rural communities and available lifestyle opportunities.

A record 75 first and second-year medical students took part in a U of M weekend workshop within PMH.

PMH hosted a second RIG workshop in Swan River in February, where another 19 students participated. The region partnered with the Swan Valley Medical Professional Recruitment and Retention Committee to host the medical students, who were impressed with the health care services that were available as well as all of the lifestyle opportunities the area had.

Nurse recruitment initiative- With mixed emotions, PMH embraced the last arrivals from the Philippine Recruitment Initiative (PRI). It has been a journey over the past few years for 28 healthcare workers who have travelled from the Philippines to settle in various areas of the Region. The last of the candidates arrived on January 21 and 27.

The last arrivals from the Philippine Nurse Recruitment Initiative arrived in late January 2025.

Agency nurse reduction- The Manitoba government has directed Prairie Mountain Health leadership to reduce for-profit nursing agency costs as part of a systemwide effort to refocus funding on nurses in the public system. This direction comes alongside the Manitoba government's efforts to invest in publicly funded health care and encourage nurses to join the public system. The Manitoba government recently issued a request for proposals (RFP) to reduce the number of contracted agencies at prices that ensure the majority of health-care funding is directed to public front-line workers and their patients.

FEBRUARY 2025

Financial accountability- PMH was included in a series of financial audits of most health authorities from the years 2019-2020 to 2023-2024. The Region was committed to reduce its deficit position through closely monitoring spending and implementing cost savings measures, that don't impact front line care, throughout operations. Cost savings actions include finding efficiencies with staff scheduling, supplies, contracts as well as accommodation and building leases. The region is also very committed to extensive work on a robust health human resources plan with targeted efforts to reduce reliance on contracted agency services. The recruitment and retention of health care staff is needed to improve health system capacity, reduce waits, optimize patient flow and enhance care experiences.

Brandon Day Care initiative- In partnership with the governments of Canada and Manitoba, a PMH proposal to invest in flexible day care spaces was approved for funding in mid-February 2025. Through the Canada-Manitoba Canada-Wide Early Learning and Child Care Agreement, $12 million has been allocated for the creation of up to 140 new child care spaces for children under the age of seven. Plans to construct the day care centre on PMH property on the Brandon Regional Health Centre campus remained in the very early stages towards the end of the fiscal year. PMH is very excited about the new child care spaces and the potential health care recruitment and retention benefits that will be afforded to the region as a result.

MARCH 2025

Physician Recruitment and Retention- PMH's Physician Recruitment and Retention office made a presentation to Brandon City Council in early March. The presentation focused on creating a partnership with the City towards ongoing and future recruitment initiatives. The growth of BRHC remains imperative as it serves as the primary regional acute care site, which allows for people in PMH and Westman region to be cared for closer to home. Enhanced recruitment also helps reduce demand on Winnipeg-based services including access for more specialized services. City Council agreed to provide support to some recruitment initiatives and events scheduled later. *(More on physician recruitment and retention on Page 18).*

Swan River Harm Reduction- Health officials held a meeting with municipal leaders from the Swan River Valley about an ongoing HIV outbreak. Dr. Brent Roussin and representatives from Prairie Mountain Health met with community officials to talk about harm reduction efforts and initiatives underway to further educate the community on actions that are being taken.

Harm reduction information kits.

Fairview Home project (Brandon)- A project to construct a 12-bed Specialized Care Centre within Brandon's Fairview Home received approval to proceed from the province in mid-March. Program planning on the supportive care environment unit was moving forward towards the end of the fiscal year. Additional stakeholder education and promotion within the region was being planned before the first residents within the new unit are expected in early 2026.

EXECUTIVE MANAGEMENT TEAM MESSAGE

In coordination with Manitoba Health, Seniors and Long Term Care (MHSLTC), Manitoba Housing, Addictions and Homelessness, and Shared Health, we continue enhancing our health planning processes and community engagement opportunities to better serve our citizens, patients, clients and residents.

PMH Executive Team- Front (l-r) Dr. Adrian Fung, Regional Lead Medical Services & Chief Medical Officer, Lara Bossert, Regional Lead Communications, Janet Twerdoclib, Regional Lead Health Services (Acute) and Chief Nursing Officer, Sandi Allen, Regional Lead Quality, Patient Safety & Accreditation. Back (l-r) Kevin Carter, Regional Lead Human Resources, Debbie Poole, Regional Lead Clinical Planning, Treena Slate, Chief Executive Officer, Glenda Short, Regional Lead Health Services (Community & Continuing Care) and Dan McGregor, Regional Lead Corporate Services & Chief Financial Officer.

Recruitment and retention of healthcare providers is a top priority for every health region across the province. We have been working closely with a number of partners to recruit workers in all areas of the region. These partners include the provincial Retention and Recruitment Office which has a renewed focus on rural recruitment. PMH also works closely with educational institutions and supportive communities to attract new graduates and promote the many benefits of living and working in the PMH region. We remain diligent on aggressive recruitment efforts so we can continue delivering high-quality care by building a stable, skilled, and engaged workforce.

We're very focused on ensuring staff know that they're supported, valued, and part of a strong team. We provide education, flexible scheduling where possible, and fostering a workplace culture that prioritizes safety, respect, and collaboration. The Region has a very active and extremely creative Employee Wellness Committee, which supports the health and well-being of our employees. Our wellness ambassadors are instrumental in helping implement and facilitate wellness activities at the site and program levels. *(More on accomplishments on Page 37).*

We remain equally impressed and proud when our staff, teams, and health partners receive special recognition locally, provincially or nationally. Throughout the year, and even within this report, there are certain honours and achievements that are recognized. Congratulations on these many milestones! Internally, we are always pleased to join our staff in celebration during long service recognition events held annually in the region.

On behalf of the PMH Board and Leadership, we thank all our staff for the continued unwavering commitment to provide safe, quality healthcare for the people we serve.

Improved health system capacity, performance and accountability

-Improve access to services and reduce wait times.

-Allocate appropriate human resources considering client needs and staff workloads.

-Facilitate access to appropriate space, equipment and technology for clients and staff.

-Improve internal and external communication and collaboration.

-Improve consistency and efficiency of regional policies, procedures and guidelines.

-Optimize service delivery models and capital infrastructure to address sustainability and service needs.

PMH making physician recruitment gains: 40 doctors recruited in 2024/2025

Through proactiveness, persistence and partnerships, Prairie Mountain Health (PMH) has made gains in health care provider recruitment over the last fiscal year. In 2024/2025, 40 doctors were recruited to work within PMH communities (April 2024-March 31 2025). That amounts to nearly a 30 per cent improvement in the region's physician shortage rate. PMH successfully recruited 25 doctors within Brandon who are either specialists, hospitalists or both. The region also recruited 15 family physicians to Brandon, Dauphin, Deloraine, Grandview, Hamiota, Killarney, Neepawa, Ste. Rose and Virden.

Swan River hosted 19 medical students as part of Student Rural Interest Group in February 2025.

PMH has two full-time staff dedicated to physician recruitment and retention. They are supported by other medical services team administration staff. The team continues to work closely with the Provincial Health Care Recruitment and Retention Office (HCRRO) on many incentives and initiatives.

"We are always promoting rural practice. It's as much about rural lifestyle as it is about rural medicine."
-Dr. Adrian Fung
PMH Chief Medical Officer

Community engagement is key to success. Many communities remain actively involved with annual medical student workshops through the University of Manitoba including Rural Week (held in May) and Rural Interest Group (RIG). From PMH's Regional Lead of Medical Services, Dr. Adrian Fung:

"We're very proud of our community partnerships. Rural Week and RIG are especially exciting times, as it allows us as a region to highlight our communities, staff, and facilities to the medical students while also giving the students a chance to see how rewarding and fulfilling rural practice can be."

PMH PHYSICIAN RECRUITMENT INITIATIVES

BY THE NUMBERS

April 1, 2024- March 31, 2025

DISCOVER HEALTH CAREERS MANITOBA
(Home for the Summer)

12 Medical I & II students participated in the HFTS program.

NEW HIRES

43

MEDICAL STUDENT RURAL WEEK

38
Students

13
Participating Communities

CAREER FAIRS CAREER PRESENTATIONS

- Casting Workshop
- 5 High School Career Fairs or Career Presentations
- 2 National Fairs
- 6 U of M Career Expos
  4 in-person 2 on-line

FAMILY DOCTOR FINDER

5358 Total people in PMH waiting for Family Doctor in April 2024.

2936 Total people in PMH waiting for care in April 2025.

JOB SHADOWS / WORK EXPERIENCES / TAKE YOUR KID TO WORK DAY

46 Job Shadows/Work Experiences

67 Students participated in Take your Kid to Work Day

STUDENT RURAL INTEREST GROUP (RIG)

75

Medical I & II students participated

What else is the region doing in recruitment?

PMH has strong partnerships with the University of Manitoba and well-established **Residency Programs** including Brandon Satellite Campus and Parkland Family Medicine Residency Unit based in Dauphin, which have provided exceptional opportunities for physicians to train in rural settings and have further increased the number of physicians who remain to practice in rural and more remote communities. The Brandon program has been training physicians for rural opportunities since 2011. Dauphin's site has been involved in medical resident training for nearly 32 years.

The Parkland Family Medicine Residency Unit in Dauphin holds an annual 'Farm Day'.

In Neepawa, a two-year medical residency training program commenced in July 2024. The U of M Residency Program, based within the **Beautiful Plains Medical Clinic,** started with two Year 1 Residents, who will graduate in 2026. The Neepawa program also received approval to open a third Residency spot starting in the summer of 2025.

A new two-year residency program commenced in Neepawa in 2024.

For **first and second-year medical student**s, PMH held two separate RIG weekends for the first time this year. In late January, RIG was held in Brandon and Killarney. It featured 75 students, the most ever. In early February, PMH held a separate weekend in Swan River, in partnership with Swan Valley Medical Professional Recruitment and Retention Committee, which drew the interest of 19 students.

PMH continues to sponsor physicians through the provincial **Medical Licensure Program for International Medical Graduates (MLPIMG).** The MLPIMG Program assists foreign-trained doctors in obtaining their medical licenses to be able to practice as primary care (family) physicians in Manitoba. MLPIMG physicians agree to practice in rural and remote communities for four years in return for regional sponsorship.

'Eight physicians went through the 'IMG' program during the last year. They were set to be placed in 5 PMH communities in the fall of 2025.'

The Program is supported by the University of Manitoba —Max Rady College of Medicine, the College of Physicians and Surgeons of Manitoba and Manitoba Health. During the last year, eight physicians went through the Program and will be placed in PMH communities in August/September 2025. These include Swan River (3), Roblin (2), Virden, Neepawa and Souris.

Medical student Rural Week participants enjoying the natural beauty within PMH region in 2024-2025.

PMH continues to recruit **Physician and Clinical Assistants** in the region. These positions are utilized in the BRHC Hospitalist Program, PMH Surgical Program, BRHC Anesthesia Program, BRHC Renal Program and Acute Care Medicine (rural) Program.

The Region also participates in **Discover Health Careers Manitoba** (formerly the 'Home for the Summer' program) which offers term positions to students within their own health region to provide 'hands-on' experience in clinical, hospital or health care site environments that are applicable to their areas of training. PMH contributes 50 per cent of the funding from the program and service area, while Discover Health Careers funds the other half. In 2024/2025, PMH sponsored 11 medical students in the communities of Dauphin, Killarney, Souris, Swan River, Brandon (Anesthesia, Obs-Gyne, General Surgery, Psychiatry, Radiology, Western Manitoba Cancer Centre, Nephrology, The Wellness Clinic, Orthopedics, Ophthalmology, Hospitalists as well as exposure at a few clinics as Primary Care Providers.

"For a summer student initiative, PMH has sponsored 11 positions in various communities and sites for year one and two medical students.

PMH continues to attend special recruitment events throughout the year, including the annual **Department of Family Medicine Resident Retreat.** The interactive job fair affords many communities and recruiters, including Regional Health Authorities and physician clinics throughout the province, a chance to showcase their respective areas to prospective doctors. In the fall of 2025, the region will play host to the event in Brandon.

2024/2025 PMH RECRUITMENT INITIATIVES REVIEW

DISCOVER HEALTH CAREERS (formerly Home for the Summer)

Within PMH, 15 post-secondary students participated in the Discover Health Careers program, fulfilling summer student roles in Pharmacy, Physiotherapy, Occupational Therapy, Nutrition Services, Health Records, Environmental Services, Recreation, Community Mental Health. Thank you to all students who contribute to the healthcare workforce.

ADVERTISING

Efforts continue to explore advertising options to attract qualified applicants. Advertising through various means including online platforms, paper publications – monthly ad in local newspapers, websites, social media, community events/centres, parades, billboard signs and career posters.

Take our Kids to Work Day in Nov. 2004
Top: *Reston Health Centre.*
Bottom: *Virden participants.*

MICRO-CREDENTIAL HEALTH SUPPORT WORKER ORIENTATION

- Micro-Credential Health Support Worker Orientation: a 7-day orientation/training opportunity for newly hired non-certified Health Care Aides & Home Care Attendants.
- Monthly orientation delivered online by Red River College Polytech and Assiniboine College provides the in-person skills training at Brandon & Dauphin campuses.
- 114 newly hired non-certified Health Care Aides and Home Care Attendants participated.

HCA BRIDGING INITIATIVE

- Health Care Bridging Initiative – aimed at upskilling already employed non-certified Health Care Aides to certified Health Care Aides.
- Health Care Aide Challenge programs offered in various educational institutions in MB.
- Program funded by Manitoba Government.
- 22 staff members have become certified Health Care Aides during this fiscal year.
- Since program inception a total of 75 employees have become certified HCAs.

CLINICAL PLACEMENTS:

Approximately 360 placements requested through HSPnet (tracking database) from Jan – Dec 2024. This includes all group, preceptorship and observership placements in all disciplines in all sites/programs in PMH

PHILIPPINE RECRUITMENT INITIATIVE

Arrival and settlement of Philippine recruits continued throughout 2024-2025. A total of 10 Registered Nurses, 2 Licensed Practical Nurses, 15 Health Care Aides continue to be employed with PMH.

PMH RECRUITMENT INITIATIVES
BY THE NUMBERS

April 1, 2024- March 31, 2025

DISCOVER HEALTH CAREERS
(Formerly Home For The Summer)

15 Post-secondary students participated in the Discover Health Careers program.

CAREER FAIRS / CAREER PRESENTATIONS

In 2024 attended the following:

- 42 College/University Career Fairs or Career Presentations
- 16 High School Career Fairs or Career Presentations
- 9 Public Career Events/Fairs

MICRO-CREDENTIAL HEALTH SUPPORT WORKER ORIENTATION

114

Newly hired non-certified Health Care Aides and Home Care Attendants participated.

HCA BRIDGING INITIATIVE

22 Staff members have become certified Health Care Aides during this fiscal year

JOB SHADOWS / WORK EXPERIENCES / TAKE YOUR KID TO WORK DAY

64 Job Shadows/Work Experiences in 2024

103 Students participated in Take your Kid to Work Day

CLINICAL PLACEMENTS

360

Clinical placements requested from Jan – Dec 2024

FEATURE: Brandon Minor Injury and Illness Clinic

One of the highlights of 2024-2025, was the implementation of the Minor Injury and Illness Clinic outside of Winnipeg and the first operated by a Region rather than privately. The Brandon Minor Injury and Illness Clinic (MIIC) officially opened September 27, 2024. It's located on the main level of 144 6th Street, which was formerly occupied by Western Medical Clinic.

The Brandon MIIC is staffed by a physician and/or nurse practitioner, nurse, clerk and other health-care professionals who provide support for minor health concerns including minor injuries. Some examples include:

- suspected fractures and sprains,
- rash, fever, sore throat or ears,
- abdominal pain,
- eye infections,
- colds and coughs.
- Social Worker services are also available to connect clients with appropriate services and community resources as needed, including;
- Help completing paperwork, i.e. birth certificate, MB health card, etc.
- Help in navigating services and connecting people with community services and resources such as employment income assistance, home care, Pharmacare, etc.
- Help with life stressors, i.e. Financial difficulties, access to basic needs such as food, shelter, health care, medicine, etc.

The Clinic was established to help ease pressure on the Brandon Regional Health Centre Emergency Department (ED) as well as other close by Emergency Departments by creating access for clients to book appointments online, by phone, or by walk-in. A walk-in appointment process was developed specifically for patients redirected from the Brandon Regional Health Centre ED to help reduce wait times, improve flow, and provide timely access to care. These walk-in spots are in addition to reserved appointment slots that can be booked by patients. Since opening, the clinic has already helped over 6,000 patients through walk-in and booked appointments.

Our goal remains to provide timely, accessible care and to support the overall function of the health system in Brandon. We expect service levels to enhance based on the success of staff recruitment efforts.

For an overview of clinic services and appointment information view the Brandon Minor Injury and Illness Clinic page on the PMH website here Brandon Minor Injury and Illness Clinic - Prairie Mountain Health.

Positive health care experience for Manitobans with a focus on quality health services

-Engage with clients, families and community partners, including underserved populations, to deliver targeted services based on need.

-Increase public awareness of health services.

-Improve client safety and outcomes.

-Enhance programs and approaches to improve self-management of chronic conditions.

-Support quality of life and mental, physical, and spiritual wellness in all programs.

PMH WORKING WITH HEALTH PARTNERS, COMMUNITIES ON HIV STRATEGIES

Prairie Mountain Health (PMH) continues to work with Provincial Public Health, Housing, Addictions and Homelessness, external partners and individuals impacted by HIV to develop and implement effective strategies. These efforts focus on raising awareness and education on testing, treatment and interventions surrounding harm reduction and HIV. Over the last few years Manitoba has experienced a significant rise in HIV cases. From 2020 to 2023, Manitoba saw a steady increase of new HIV cases as shown in the table (at right).

Number of new HIV cases in MB			
2020	**2021**	**2022**	**2023**
98	143	199	280

During the last year, an outbreak was declared in the Swan Valley area of PMH. While this region has seen HIV cases in previous years, testing results noted by Provincial Public Health saw an increase in the number of cases since October 2024. In response, interagency meetings with all partners started in January 2025. Provincial and PMH representatives met with local municipal officials in March 2025 to provide updates and information on strategies underway to address the outbreak.

A key focus of the response is reducing stigma and systemic barriers to improve access to testing and treatment. Addressing HIV in Manitoba requires tackling the social determinants of health, including housing, poverty, nutrition, homelessness, mental health, trauma, and substance use. Collaborative, community-based approaches are essential to addressing these root causes. Empathy, education, raising awareness and reducing stigma are key considerations to address HIV in Manitoba communities. In further collaboration with provincial Public Health, an HIV Digital Town Hall is being planned for the fall of 2025.

For more information or to learn more about harm reduction, visit the PMH website under the programs and services/public health section. Additional education pieces are also released through PMH social media.
**Manitoba releases its annual report on HIV every December. The most recent report can be found at: Statistical Update on HIV/AIDS | Health | Province of Manitoba.*

MOBILE WITHDRAWAL MANAGEMENT SERVICES (MobWMS)

In 2024, PMH launched an innovative and compassionate approach to substance use care with the implementation of Mobile Withdrawal Management Services (MobWMS). This program was designed to meet individuals where they are—both geographically and in their recovery journey—by providing community-based withdrawal support that does not require hospitalization.

MobWMS serves individuals living within a 150-kilometre radius of Brandon who are seeking help with substance use withdrawal. The program is accessible through referrals from physicians, nurse practitioners, mental health clinicians, addiction counsellors, or other PMH services.
What sets MobWMS apart is its mobile, person-centred approach. Services are delivered in the participant's preferred setting—whether at home or in a community location—and include up to 30 days of daily contact with the care team. After-hours support is also available through the Mobile Crisis Unit, ensuring continuity of care.

A Multidisciplinary Team Approach

The MobWMS team is composed of a diverse group of professionals, including:

- A Resource Coordinator.
- A Withdrawal Management Nurse.
- A Peer Support Worker with lived experience.
- An Indigenous Community Support Worker.
- An Activity Instructor.
- An on-call Addictions Physician.

This collaborative team works closely with participants, their natural supports, and referring health care providers to ensure a holistic and supportive experience.

Guided by Compassion and Connection

The program begins with a phone intake by the Resource Coordinator, followed by an in-person meeting to complete the intake process. Participants then receive a medical assessment from the Withdrawal Management Nurse and are introduced to the Peer Support Worker, who offers guidance and encouragement from a place of lived experience. Daily contact with the MobWMS team helps participants stay engaged and supported throughout their recovery. The team also assists in setting personalized recovery goals and connecting participants to additional services, including:

- Community Addictions Counselling.
- Withdrawal Support Services.
- Rapid Access to Addictions Medicine (RAAM).
- In-house treatment programs.
- Housing organizations.
- Mental health services.

The implementation of MobWMS reflects PMH's commitment to accessible, inclusive, and recovery-oriented care. By removing barriers to support and offering services in familiar environments, MobWMS empowers individuals to take meaningful steps toward wellness—on their own terms.

INTEGRATION OF MENTAL HEALTH AND ADDICTIONS PROGRAMS

In alignment with the recommendations of the Virgo Report and best practices in mental health and addictions care, PMH has initiated a significant transformation toward integrated service delivery. PMH welcomed programs formerly operated by the Addictions Foundation of Manitoba (AFM) that are located within the region. This marks a foundational step in unifying mental health and addiction services under a cohesive model. The initial phase of this integration focused on organizational restructuring, laying the groundwork for a more collaborative and coordinated approach to care. This included aligning leadership, redefining team roles, and establishing shared goals across programs.

Looking ahead, the focus will shift toward building a coalition and team cohesion, with an emphasis on:

- Unified electronic health records to streamline information sharing and continuity of care.
- Integrated intake processes to ensure timely and equitable access to services.
- Standardized care protocols and practices that reflect evidence-based approaches and person-centred care.
- This integration aims to enhance service accessibility, improve client outcomes, and foster a more resilient and responsive system of care for individuals experiencing mental health and substance use challenges.

Emergency Mental Health Care

The Mental Health Liaison Nurse plays a pivotal role in enhancing health care delivery across Prairie Mountain Health, particularly within the Emergency Departments in Brandon and Dauphin**.** Operating at the intersection of crisis response and compassionate care, this position ensures that individuals experiencing mental health challenges receive timely, respectful, and effective support. This includes:

- **Positive Outcomes for Patients**
  -Through comprehensive mental health assessments, crisis intervention, and short-term follow-up, the Liaison Nurse helps stabilize patients in distress and connects them to appropriate care pathways. Their expertise in trauma-informed and recovery-oriented practices fosters a sense of dignity and hope for patients and families during some of their most vulnerable moments.
- **Reducing Wait Times and Improving Access**
  -By triaging mental health presentations and collaborating closely with emergency physicians, the Liaison Nurse reduces wait times for support. Their ability to quickly assess risk, initiate treatment plans, and coordinate with community resources ensures that patients receive the right care at the right time—whether that means admission, discharge with follow-up, or referral to outpatient services.
- **A Compassionate, Welcoming Presence**
  -Beyond clinical expertise, the Liaison Nurse brings warmth and empathy to every interaction. They are a visible and approachable resource in the Emergency Department, offering emotional support to patients and families navigating crisis, grief, or trauma. Their presence helps create a welcoming and humane environment for all.

PMH IMMUNIZATION CAMPAIGNS

Immunization provides the longest lasting, most effective protection against Vaccine-Preventable Illnesses such as measles, whooping cough (pertussis), polio, and meningitis. PMH Public Health wants the communities we serve to know that *Every Vaccine Counts*!

Sharing the importance of immunization continues in PMH using social media pages, newspaper articles, radio, phone calls and follow-up letters to families. Vaccines are offered at Public Health offices, schools and a variety of off-site locations including parks, malls, Friendship Centres, churches, drop- in centers, and outreach events. Immunization clinics are held during alternate or extended hours to ensure accessibility. In all locations, Public Health Nurses are building supportive relationships providing accurate, evidence based information to clients and families that live in our communities.

Prairie Mountain Health's 2024 Vaccine-Preventable Respiratory Illnesses campaign officially began in late October and ran until the end of November. In Brandon, the clinic continued to be offered after November in the Brandon Shoppers Mall to be available for the general public. Influenza, covid and pneumococcal vaccines were offered at all community clinics open to the public. Several clinics extended beyond the traditional campaign timeline, resulting in over 100 outreach and mass style community clinics offered throughout PMH.

HEALTHY TOGETHER NOW

Healthy Together Now (HTN) is a community-led, regionally coordinated and government supported, grassroots program to help prevent chronic disease in Manitoba. In PMH, the program is implemented through a combination of a community granting program and a Health Promotion led action plan.

Number of HTN-funded community grant projects in 2024-25			
North Zone	**South Zone**	**Brandon Zone**	**Total**
30	22	16	68

In 2024-25, 66 community groups in over 32 different communities and all Brandon districts received HTN funding, demonstrating the extensive reach and wide-ranging impacts of the HTN program in PMH. Health Promotion staff, together with community partners, assess trends in grant applications, observe needs in PMH communities and research promising practices in health promotion and disease prevention to identify and develop health promotion led projects aimed at addressing these needs while respecting community readiness. In 2024-25, 15 health promotion led HTN projects occurred throughout PMH.

During this past fiscal year, a review of the newly developed Recovery Beyond 21 (RB21) program was undertaken. RB21 is an extended six-week in-house addictions treatment program located at Parkwood in Brandon. Based on feedback gathered from clients and staff, a dedicated lead was added to the program. During the initial roll out of RB21, groups were facilitated by several community-based counsellors. Reallocating the position from community into a dedicated in-house counsellor lead has received positive feedback and has reduced gaps in service.

CLIENT CONCERNS AND COMPLIMENTS

During 2024-2025, there were 646 instances of feedback documented in the Regional database, which is a 17.24% increase from the previous year of 551. There were 132 formal compliments documented for the 2024-2025 fiscal year, which is a 23.26% decrease from the previous year of 172. Trending showed client centred and accessible care were the main themes in feedback provided last year.

INFECTION PREVENTION AND CONTROL

Health care associated infections (HAIs) are infections that are transmitted within a health care setting during the provision of health care. The infection must not be present or incubating at the time of admission to the facility. An estimated 8,000 Canadians die each year from HAIs while approximately 220,000 HAIs occur each year in Canada.

Acute and Long-Term Care health care providers throughout Prairie Mountain Health (PMH) are required to report health care associated infections and suspected outbreaks to their designated Infection Control Professional (ICP).

Collection, analysis, and interpretation (surveillance) of these infections is an essential element in their control. The primary purpose of surveillance is to allow front line health care providers to understand the frequency and distribution of infections, including emerging and changing pathogens, and take steps in their control and prevention.

TOTAL NUMBER OF ACUTE AND LTC OUTBREAKS REPORTED IN 2024-2025

Type of Outbreak	Acute Care	Long Term Care	TOTAL
Influenza-like illness/Respiratory (including COVID-19)	18	113	131
Gastrointestinal	2	9	11
Antimicrobial Resistant Organism	0	0	0
TOTAL	20	122	**142**

RESIDENT DIRECTED CARE ACTIVITIES

In 2024-2025, work continued to enhance quality of care and client satisfaction within Personal Care Homes. Some of the key objectives center around a person directing their own living and care as much as possible and continued communication with residents on activities and schedules.

Site specific newsletters continued to be implemented in six additional PCH's in the last year. This added to the 15 informational publications that were being produced in 2023-2024.

Recreational programming continued to expand by further introducing the pet visitation program available within the region. There were also several projects that involved colourful murals throughout sites that brightened the spirits of residents, staff and visitors alike.

Environment enhancement projects are ongoing. One home, in consultation with the residents, is working on changing the lighting in resident rooms. Another home is focusing on tub room enhancement along with the front sitting room. There are a couple homes working on outdoor courtyard and garden enhancements.

In the coming year, expansion and excitement for many of these projects will continue to grow. Here is a list of some ideas anticipated in 2025-2026:

- Shadow boxes to highlight resident personal treasures.
- One site is implementing 'relaxed breakfast' and more preparing to embark on the journey. Relaxed breakfast is an approach which caters to personal meal. preferences and promotes a leisurely morning experience for residents.
- 'Get to know me' posters to personalize residents.
- Environmental enhancement for murals and door decals

The coming year also promises to include more outdoor activities a care homes across the region.

Colourful murals throughout several PCH sites brightened the spirits of everyone.

FEATURE: Healthy Sexuality & Harm Reduction

Seven nurses make up the healthy sexuality and harm reduction (HSHR) team in Brandon. The team plays an important role within their community, providing immunizations, helping people gain access to contraceptives, implementing harm reduction services, and performing the majority of the sexual health testing for Brandon as a community.

The Healthy Sexuality and Harm Reduction Team in Brandon. From left to right: Michelle Preece, Carly Druwe, Lorraine Poirier, Jordan Sophasath, Kelly Aldcroft, Danica Fortin and Rachelle Mazer.

“Our services are available to everyone, young and old, and those who are 2SLGBTQQIA+,” said Kelly Aldcroft, a public health nurse on the HSHR team. “Our goal is to connect people to services and supports, so our team focuses our outreach efforts on addressing social and structural causes of health inequities.”

While the team’s walk-in clinic located at the Town Centre serves as their home base, much of their work takes place throughout the community. Each nurse spends about half of their time outside the clinic, meeting clients wherever they are.

“We all have our backpacks and our carts. We will meet people wherever they're at,” said Aldcroft. “We regularly make home visits and see people in shelters, or wherever they feel safe.”

Some nurses on the team also support specific programs and facilities, such as local teen clinics, Brandon’s Gender Affirming Care Clinic and the Brandon Correctional Centre. Jordan Sophasath explained that stigma is one of the biggest barriers to care and emphasized the importance of building compassion and understanding within the community.

“It's a big step for people to come here,” said Sophasath. “We work with many priority individuals who are facing barriers to accessing traditional models of care. We are constantly working to build that trust, make access to care more equitable, and meet everyone's unique needs.”

Michelle Preece, fellow public health nurse on the HSHR team, is able to provide additional support thanks to her training to become a registered nurse (authorized prescriber), or RN(AP). This designation allows Preece to conduct additional tests and provide prescriptions for medication beyond the scope of a registered nurse. With more than a decade of nursing experience, the last five being in public health, Preece shared that the best part of her role is connecting with the people she serves and watching them thrive after receiving the proper support.

FEATURE: DAUPHIN HERO CLUB MILESTONE

The Dauphin HERO Club held its 30th year recognition event on May 8. The "Helping Everyone Reach Out" Club, which started back in 1994 when the Brandon Mental Health Centre downsized and eventually closed, provides a welcoming , supportive and safe space for people recovering from mental health challenges through the PMH Mental Health program. HERO Club members and staff develop strategies to support recovery by providing opportunities for recreation, education, employment and friendship.

"Thirty years for the *"Helping Everyone Reach Out Club*" in Dauphin is quite an accomplishment!" stated PMH CEO Treena Slate. "We know that there are many success stories and a few challenges which have occurred over the last three decades. We know the Club helps members live fruitful and enriched lives with the support of people who understand the struggle. Congratulations on 30 inspiring years and continued success with the program well into the future!"

The Dauphin HERO Club, through the PMH mental health program, celebrated three decades of success in May 2024.

PMH provides coordination and other program assistance to the HERO Club through its mental health program. Dauphin was the first of four HERO Club sites established within the health region. Roblin, Russell and Swan River are the other sites within the region. The Dauphin HERO Club will always be known for its high-profile and very successful hot dog cart, among many other initiatives.

The Hero Club model has become a 'community within a community', allowing members and the community to provide information to the general public on mental illness, and set the tone that recovery is possible. Its motto is "A place to go, a place to be, a place to grow, a guarantee!"

Empowered, adaptable and high-performing workforce

-Expand content, delivery methods and support for staff orientation/education.

-Develop and implement anti-racism initiatives.

-Enhance leadership training, mentorship opportunities, and succession planning.

-Build upon recruitment/retention initiatives, with emphasis on Indigenous providers and rural communities.

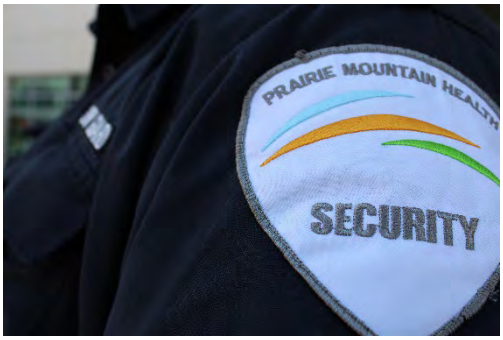
-Support providers to work within full scope of practice.

-Engage with staff as partners in improvement and change management activities.

-Strengthen staff morale and mental well-being.

-Reinforce physical safety and security measures.

PMH SECURITY SERVICES



The security services program continued to grow and evolve within the region in 2024-2025. Staffing levels increased for several sites, including the Brandon Regional Health Centre, the 7th Street Health Access Centre, Russell Health Centre, and Swan River Health Centre. Security guards were also added to cover the Brandon MIIC.

PMH has been involved with the coordinated implementation of standardized health care security across the regions. At Brandon and Dauphin designated mental health intake sites, guards can accept custody of clients from police services, effectively allowing the police to return to duty rather than waiting at the health site for triage and admission or discharge. New to healthcare are ISOs – Institutional Safety Officers. These are Peace Officers under the authority of Manitoba Justice and the Police Services Act. This guard force has undergone enhanced training and has the authority to enforce the law, including the powers of arrest and detention. On January 3, 2025, the first 17 ISO began working in their new role, thanks to provincial funding that allowed us to migrate some of the existing guard force to qualify and become certified peace officers.

Security management continues to collaborate with clinical and program leads to ensure effective communication and engagement, supporting site or program safety across the region. The management team has been actively supporting the processes for physical security in conjunction with the new capital projects like the Neepawa Health Centre, Critical Care Building in Brandon and new care unit at Fairview Home for aspects like staffing levels, security camera placement, door access control coordination and physical safety for future staff and clients.

DISASTER AND EMERGENCY PREPAREDNESS PROGRAM (DEPP)

The PMH Disaster and Emergency Preparedness Program (DEPP) emergency plan is designed to guide staff in responding to and managing any disaster, emergency, or incident with the potential for significant impact on operations. The program provides Disaster and Emergency response to facilities and communities in the event of emergencies, such as extreme weather, fire, flood, or power outage. Our preparedness programs assist our facilities and staff with physical and logistical response plans for both expected and unexpected events.

Through incident reporting, staff identified 329 instances where various DEPP codes were implemented in 2024. Overall, this represents a 7% decrease in code implementation from the previous year. The most commonly activated emergency codes were Code White – Violence, Code Red – Fire, and Code Alert – Weather or infrastructure-related incidents, including Power Outages, severe weather, Internal Flooding, and Communications Disruptions.

‘ Through incident reporting, staff identified 329 instances where various Disaster and Emergency Preparedness Program (DEPP) codes were implemented.’

The disaster program continues to review and update policy, training, and support processes, such as DEPP ‘On Call’, to help ensure that PMH staff and leadership are prepared and ready for disaster or emergency events. Working with our health partners, a significant portion of the PMH leadership team completed initial-level provincial Incident Command Training. DEPP management and some EMT leads also completed higher-level training, which provides the support to help us lead and coordinate responses, whether at a regional or provincial level. For front-line staff and managers, DEPP maintains several educational support resources, including monthly code drill programs, fire drill coordination, and fire extinguisher training, to ensure readiness.

Looking ahead, in May 2025, the Emergency Management Program will become a stand-alone Priority Process in the Accreditation Canada process. Through our continued working relationships with programs, external agencies, communities, clients, and stakeholder involvement, DEPP is working to help ensure that the ever-ready principle supports operational continuity during times of crisis or need.

STAFF HEALTH AND WELLNESS

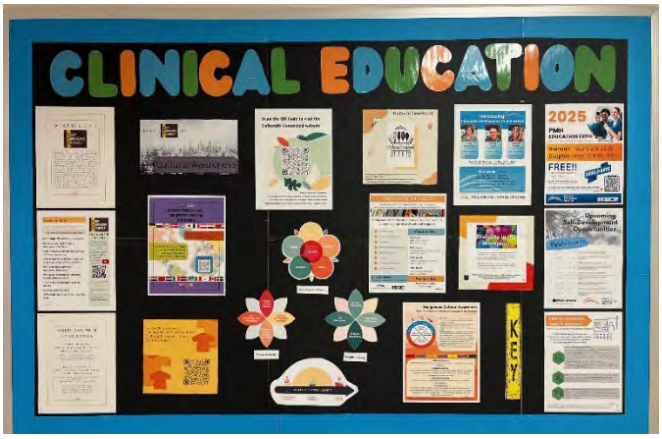
In mid-December, PMH joined the launch of the provincial Wellbeing Hub, a new online resource designed to support staffs overall wellbeing – encompassing emotional, physical, mental and spiritual health.

The Wellbeing Hub provides quick and easy access to helpful articles, practical tools, and wellbeing supports for all members of our health-care teams, as well as resources for managers, supervisors, and leaders seeking tools to better support the members of their team.

The content on the Wellbeing Hub was developed with the input of knowledgeable health-care professionals from across Manitoba who understand the unique pressures of working in the health system. Their contributions have ensured these resources are relevant, trustworthy, and meaningful to staff experiences.

CLINICAL EDUCATION

The Regional Clinical Education team is responsible for planning, delivering, and evaluating clinical education programs to support clinical knowledge of staff, patient safety, and best practice care across all PMH sites. This role fosters continuous learning through Keep Educating Yourself (K.E.Y.) site visits, creation of online learning modules, mentorship, and orientation while contributing to quality improvement initiatives. By integrating evidence-based practice and current clinical standards, the Clinical Educators enhances both staff competency and overall care outcomes.



The Clinical Educator team is always busy with a focus on timely support to target immediate learning gaps while also fostering continuous competency development across the region. A few key initiatives that Clinical Education participated in during 2024-25 are:

- Supported education for new infusion pumps including for Patient Controlled Analgesia and Enteral feeding pumps along with helping to trouble shoot and provide risk mitigation strategies for IV infusion Pumps.
- Help to develop and educate on many regional policies for example Discharge Planning and Palliative Sedation Therapy.
- Long Term Care Education presented a lot of valuable education content with a focus on Dementia Care, Clinical Skills and in September 2024 we hosted Teepa Snow's team to discuss a Positive Approach to Care.
- Many initiatives happened in 2024/25 related to updating orientation to new clinical staff in PMH. Preparations to launch the new Regional Health Care Aide Orientation were set for April 2025. All the Nursing and Health Care Aide orientation checklists were also updated.
- We also made our K.E.Y. monthly topics more interactive by creating YouTube videos to help support the different monthly education.

HAND HYGIENE

Clean Hands Saves Lives!

Practicing safe hand cleaning Is the most important way to stop the spread of infection. PMH, along with Accreditation Canada, supports, promotes and follows hand hygiene practices that enhance the health and safety of health care providers, clients and visitors within all facilities and programs. To endorse hand hygiene PMH conducts required auditing/assessments of staff hand hygiene practices. We have trained staff who complete the auditing process. The goal for hand hygiene compliance is 80%, with an overall target of 100%. Hand hygiene improvement plans are put in place when the target goal of 80% is not achieved.

When assessing hand hygiene practice auditors look for four key times to clean your hands:

- Before touching a client or their surroundings.
- Before doing any clean or medical procedure.
- After being exposed to blood or body fluids.
- After touching a client or their surroundings.

PMH Hand Hygiene (HH) Compliance Rates (2024/2025)

Facility/Program Type	Examples	HH Compliance Rate
Large Acute Care Facilities	Brandon, Dauphin, Swan Valley	93.2%
Small Acute Care Facilities	Souris, Russell, Treherne	83.5%
Long Term Care / Transitional Care	Fairview, St. Paul's, Evergreen Place	72.9%
Community Programs	Public Health, Home Care, Mental Health	92.5%

INDIGENOUS HEALTH TEAM

The Indigenous Health Team in PMH works to support and facilitate relationships between Indigenous patients, residents, clients, communities and their health care providers to achieve health equity and culturally safe health care in the PMH region.

Currently, the Indigenous Health Team includes:

- Regional Manager – Indigenous Health.
- Indigenous Health Community Liaison.
- Indigenous Health Administrative Assistant.
- Four Indigenous Health Patient Advocates.

PMH Indigenous Services Team
Left to right: Lorna Canada-Vanegas Mesa Health Director for Canupawakpa Health office, Jamie Burgoyne, HS Manager, Nellie Kopitz, Regional Manager, Stacey Wessing CRN, Marilyn Swan, Patient Advocate, Amy McClocklin Home & Community Care Nurse, Erin Chapman, CRN, and Terri Frattinger, Community Health Nurse.

In 2024 – 2025, with the expansion of the Indigenous Health team, significant achievements have been realized:

- Quarterly Services to Services meetings with all 14 First Nation communities in Prairie Mountain Health.
- Engagement with Manitoba Métis Federation (MMF) and Municipal and Northern Relations communities.
- Prairie Mountain Health Land Acknowledgment was approved by the Board of Directors for use throughout PMH.
- Smudging Bundles were created and provided to all acute care centres in Prairie Mountain Health. Smudging is available in all PMH facilities.
- Initial roll out of the new provincial Indigenous Cultural Safety training "We Will Take Good Care of the People".
- KAIROS Blanket exercise provided to over 287 PMH staff.

HUMAN RESOURCES

In 2024-2025, PMH continued development and implementation of the comprehensive Health Human Resource plan to assist in recruitment and retention of staff. The targeted goals include reducing reliance on agency staff and reducing overall vacancy rates in PMH to support stable service delivery. The Region continues aggressive strategies to reduce higher staff vacancy rates in several areas.

The Health Care Aide vacancy rate has been showing a downward trend in the latter half of 2024-2025. The Health Care Aide vacancy rate has gone from over 30% in mid-2024 to around 22%. Recruitment efforts will continue to maintain that momentum.

The Region is also starting to see some similar positive movements, generally, with nursing vacancies, although acknowledging there is much more work to do.

In respect to other recruitment areas, Allied Health occupations are also a focus of attention (i.e. Physio/OT, Pharmacy, Respiratory Therapy, Dietitians Midwives). Other Human Resource highlights from 2024-2025 included:

- Expanding the staff immunization program through Occupational Health.
- Ongoing Workplace Safety and Health activities to support safe work environments for staff as well as to move the region toward potential certification under the Manitoba Association for Safety in Healthcare (MASH).

EMPLOYEE WELLNESS

The PMH Employee Wellness Committee rolled out monthly initiatives supporting their current Action Plan. Through partnerships with Mental Health and the Credit Counselling Society of Canada, activities such as; Online Guided Meditations and a PMH branded Financial Hub offering staff and family free training were offered. A focus on cultural diversity directed activities on Truth & Reconciliation awareness, and a voluntary identification initiative where staff could share their cultural heritage and different traditions, customs and recipes that are important to them.

A Yellow Belt project team was formed to look at potential improvements to the Employee Wellness Initiative Funding program, in particular to develop program standards and calculation tools to ensure fair and equitable distribution of funds and to increase program/facility/team participation in the program. A new application form was launched in January 2025 along with newly developed administrative procedures and a standardized funding approval tool that provides more funding for large groups than previously accessible.

Newly established administrative procedures allowed for expediated approval for 93% of claims, meaning teams got approval to host their event up to four weeks sooner than they would have previously. Efforts to increase participation in teams that had not yet accessed funding resulted in over 50 new teams benefiting from Wellness Initiative Funding. We are happy to see a 31% increase in participation in rural facilities, 31% increase in Brandon, 20% increase in Swan River participation and 19% increase in Dauphin. Some of the most popular initiatives included morale boosting pizza parties, bowling, karaoke, golf simulators, and gardening/craft activities. Staff are invited to view our Employee Wellness Initiative Funding intranet page for more information, including the application form, and to see how other teams are using their funding!

"Efforts to increase participation in teams that had not yet accessed funding resulted in over 50 new teams benefiting from Wellness Initiative Funding.

Social Committee

The PMH Social Committee hosted several events for PMH staff and their families in 2024/25. Some of these events included a Virtual Reality Escape Room race, family day at the Prairie Mountain Regional Museum, and fall activities at the Pierson Pumpkin Patch and Secord Corn Maze. Tickets to the Swan River Rodeo, Brandon University Bobcat games, Thrive conference and Valley Stage Players were awarded to staff by means of signup or contest draws.

Below is a list of some of the most popular events in 2024/25:

- 700 staff and family members attended our 2nd Annual Family Beach Day at Minnedosa Beach. Beach Day offered a hot dog barbeque, face painting, popcorn and cotton candy, games and admission to the Splish Splash Water Park. All completely FREE when staff showed their Employee ID.
- Nearly 1000 went for spooky thrills at the Big Brothers and Sisters of Westman Haunted House in Brandon, all tickets courtesy of the PMH Employee Wellness Committee. Additional 'scares' were offered at the Swan River Spooktober event and the Binscarth Haunted House.

Family Beach Day in Minnedosa

- Over 800 attended the 2nd Annual PMH Day at the Movies in Brandon, Dauphin, Melita and Roblin where they met together to enjoy a free movie, drinks and popcorn.
- 32 staff members enjoyed a SOLD OUT Sourdough Starter Clinic.

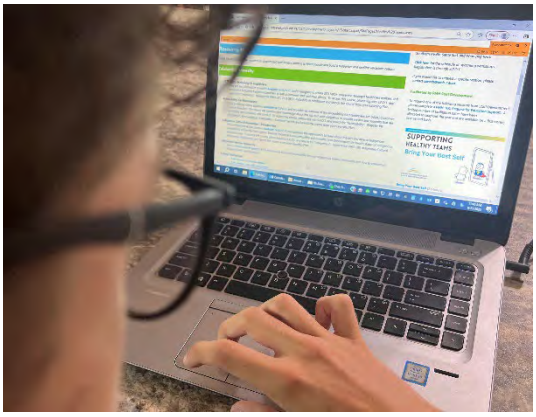
The Social Committee is always looking for ideas for events, activities, workshops and more that staff would enjoy. Staff are encouraged to reach out to employeewellness@pmh-mb.ca with any ideas they may have to assist in fostering a sense of connection and belonging in Prairie Mountain Health!

Long Service Recognition

In May 2024, Prairie Mountain Health staff and their guests met together to celebrate the significant long-service milestones of 221 staff who delivered over 5000 years of dedicated service to our PMH communities. Banquet dinners and gift presentations were held in Brandon and Dauphin where staff and their guests were entertained and amazed by a live performance from Patrick Gregoire, the Astonisher. A magical evening for all!

Education

Several new educational opportunities were established for Prairie Mountain Health staff in areas of personal interest and wellbeing, communication skills, leadership development and equity, diversity and inclusion, and teamwork. Some of the most popular new offerings from the Blue Cross Employee Assistance Plan include Grief: Understanding and Managing Loss in Personal and Professional Life, Innovative Leadership: Harnessing Feedforward and Reciprocal Feedback for Dynamic Growth, Mastering Difficult Conversations, Effective Workplace Communication, and Neurodiversity in the Workplace.



A new Supporting Healthy Teams intranet webpage was launched in conjunction with the release of the Healthy Teams workshops and features a resource hub for staff and leaders to boost morale and build a supportive and healthy workplace culture. On this page, staff and leaders can find links to additional education opportunities, resources, assessment tools and worksheets to support diversity, communication, respectful workplace, team building and personal wellness.

Supporting Healthy Teams is a new in-person workshop series that was developed by PMH Staff Development and facilitated by our Staff Development Coordinators. The initial launch of this highly interactive series featured two workshops – Bring Your Best Self and Navigating Change. All of our Healthy Teams workshops encourage participants to look inward and reflect on how their personal attitudes and behaviours contribute to current workplace culture. Group discussion, breakout activities and personal reflection activities provide opportunity for participants to apply what they are learning and to plan for future personal and team success.

Strengthen fiscal sustainability and value for money

-Ensure financial management training and accountability processes are in place.

-Include financial impact analysis for cost savings in improvement project prioritization.

-Engage with community partners to develop shared delivery models.

-Pursue staff input on potential efficiencies and costs savings.

-Evaluate program outcomes and return on investment.

-Strengthen the culture of continuous improvement.

SUSTAINABILITY AND EFFICIENCY PLANNING

In 2024-2025, PMH launched a comprehensive Financial Accountability Review to strengthen financial sustainability and ensure responsible use of public resources. The working group has taken meaningful steps to complete many key initiatives, with more underway. The review targets cost-saving opportunities while maintaining high standards of patient care and staff wellness.

The main drivers of the PMH financial deficit are agency and overtime expenses incurred as a result of ongoing vacancies. With this focus, we were able to find cost savings in the following areas:

- Optimizing staffing levels in relation to actual occupancy of both PCH and Acute Care sites. This mainly included not filling vacation and sick time missed when staff were not required based on actual occupancy levels.
- Negotiating hotel rate agreements and reviewing the use of rental agreements for residences to house agency staff and reduce related travel costs.
- Reviewing scheduling practices for filling vacant shifts and optimizing the booking processes for agency staff.
- Reviewing agency billing practices for accuracy and appropriateness.

The optimal way to reduce agency and overtime expenses is to reduce the vacancy rates in PMH; as such, we have implemented a Health Human Resources action plan and are working closely with Municipalities across the region with a focus on recruitment and retention activities to attract and retain staff across the region. In order to maximize the time staff are working It is important to minimize time missed due to illness and injury where possible; with this in mind, we are working closely with the Manitoba Association for Safety in Healthcare to enhance safety and reduce time loss, which would reduce time missed and decrease the Worker's Compensation Board premium rates.

PMH continues to be committed to fostering a culture of continuous improvement and have furthered the rollout of the Knowledge Exchange Project, which enhances information sharing across the region by posting information regarding site and region performance that is accessible to staff and the public. Through this feedback process, staff and the public can have access to performance results and are able to provide feedback and recommendations on site operations which can then be reviewed and acted upon as appropriate.

CAPITAL PLANNING

Prairie Mountain Health continues to move forward on several major construction and renovation projects in partnership with Manitoba Health and Shared Health.

Aerial view of the new Neepawa Health Centre in the Spring of 2025.

FUN FACTS

Once completed, the new Neepawa Health Centre will have:

- **over 400km of electrical wire**
- **112km of electrical conduit**
- **more than 3100 light fixtures**
- **12,000 sq. ft of glass**
- **948 tons of structural steel**
- **822 foundation piles**

NEEPAWA HEALTH CENTRE

Construction work to develop the 39 acre site for the new Neepawa Health Centre continued into 2025.

The new hospital is being built east of Neepawa on the north side of the Yellowhead highway near the Lions Campground. It will be nearly four times the size of the existing hospital, and will better serve patients from this broader western Manitoba geographic area. Features of the new health centre will include:

- 60 acute care inpatient beds, up from 35 at the current Neepawa site.
- An expanded emergency department designed to meet best practice standards that include treatment and assessment rooms, trauma rooms and an ambulance bay.
- Adding a hemodialysis suite with nine dialysis stations.
- Enhanced space for a number of other programs, such as surgery, diagnostics, and palliative care.
- The site will include a new heliport.

The construction focus in early 2025 centered around building out the facility's interior clinical and public spaces. Framing and drywall work was ongoing in many areas, and most of the major mechanical building equipment had been installed. The interior spaces will be finished in phases, with some areas (as of mid-2025) 60% complete. Landscaping, roadways and parking area work continues.

Construction is still on track to turn the building over to PMH in 2026, with the first patient seen in 2027.

BRANDON CRITICAL CARE BUILDING

Construction to expand clinical spaces within the BRHC campus was entering the final stages of completion in the summer of 2025. Once completed the clinical spaces enhancement will feature:

- A 16-bed Intensive Care Unit – main level.
- 30 additional medical beds on – the 2nd floor.
- 3rd floor – mechanical space.
- 4th floor – shell space for future expansion.

During these latter stages, flooring will be installed, painting completed and the final pieces of items being installed such as wall clocks, faucets, etc. will occur. Final exterior work, such as the courtyard, is also in progress. Once the building is complete, it will be turned over to PMH for staff orientation and training.

PMH anticipates first patients arriving in early 2026.

BRANDON FAIRVIEW HOME

PMH has moved forward on the development of a new care unit at Brandon's Fairview Home. The first floor of the north tower is undergoing a $2.3 million renovation to create a self-contained 12-bed specialized care centre. Additional supports will be available in this new unit to assist personal care home (PCH) residents requiring specialized care.

The new unit will include space for:

- 12 single resident rooms.
- Activity and dining rooms.
- Secure outdoor courtyard space.
- Tub/shower room.
- Quiet room.
- Clinical care areas.

The unit will be designed to be a calm, peaceful environment. It will be staffed with Health Care Aides, Nurses and Activity Workers. Other staff at Fairview will be shared with the unit including: housekeeping and laundry Services, clerical support, nutrition services, Occupational Therapy, Physiotherapy, Registered Dietitian, Clinical Education, and Pharmacy.

The first phase of the work involved installation of flooring in the Orchard Lounge to allow the dietary carts a smooth path of delivery. It's anticipated the first residents will be within the new unit in early 2026. A planning team of staff and stakeholders was formed to plan and name the new unit.

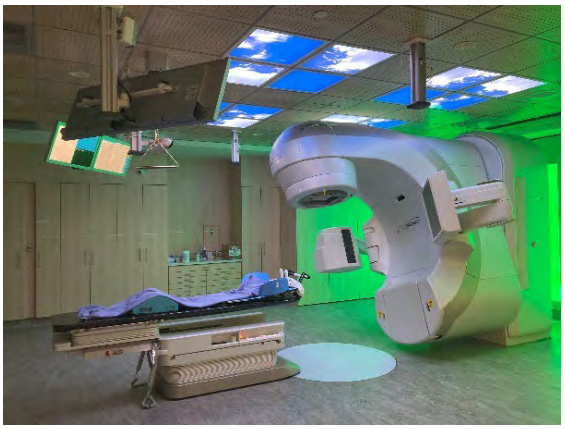
WESTERN MANITOBA CANCER CENTRE (WMCC)

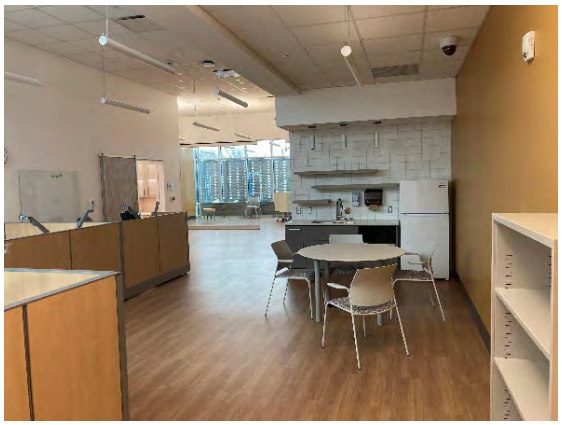
Construction on the expanded and renovated WMCC which serves as a regional cancer hub is complete. The 9,418-sq.-ft. oncology expansion features six exam rooms and one area for minor procedures. The minor procedure room will be utilized for radiation oncology, Telehealth appointments, as well as future planning for additional services (to be determined in collaboration with PMH and CancerCare Manitoba (CCMB).

Space for the new medical linear accelerator, used for delivering external beam radiation treatments to patients, has been used for treatment since early November 2024.

The new *'Paul Albrechtsen Centre for Hope'* is dedicated to providing additional recovery support and counselling resources for patients. The Centre for Hope will provide therapy services in the form of an additional part-time occupational therapist and a speech language pathologist for patients currently receiving treatment from within the PMH region.

The official opening for the Centre of Hope was anticipated in the fall 2025.





TOP: New linear accelerator within WMCC.
BOTTOM: Paul Albrechtsen Centre for Hope

SAFETY AND SECURITY PROJECTS UPDATE

Bulk oxygen storage relocation

In 2024/25, PMH continued work on the Provincial Fire Life Safety (PFLS) projects, completing the work in Erickson and Shoal Lake with only deficiencies remaining. PFLS work continues at 19 other sites throughout the region.

Capital Planning completed additional projects, most notably the Bulk Oxygen Storage relocation to Ventures Compound, elevators modernization at both the BRHC and Fairview Home PCH. Also completed was the upgrading of the security camera system at the Swan Valley Health Centre and the Card Access system at the BRHC.

Work will continue in 2025/2026 on replacement of the Nurse Call System at five sites, and upgrading the Heating, Ventilation, and Air Conditioning systems at Winnipegosis and Dinsdale PCH.

ACCREDITATION OVERVIEW

In May 2024, PMH successfully completed its Accreditation Canada survey, meeting an impressive 97% of the criteria evaluated**.** This achievement reflects the hard work and dedication of all staff committed to maintaining high standards of care and safety. A key focus of the survey was on Required Organization Practices (ROPs) — specific procedures and processes that have a direct impact on client care and safety. Out of 30 ROPs reviewed, PMH met 23 successfully, demonstrating strong performance in critical areas that protect clients and improve quality of care. While there's always room to grow, these results provide confidence that PMH is on the right path in the continuous quality improvement journey. The organization remains committed to building on this foundation to ensure safe, excellent care for every patient and client.

'In 2025, PMH moved to a provincial accreditation survey model that aligns all Manitoba health authorities and service delivery organizations to be surveyed together'.

In 2025, PMH moved to a provincial accreditation survey model that aligns all Manitoba health authorities and service delivery organizations to be surveyed together. This sequential model divides programs and services into four sequences, creating a 4-year schedule until all programs and services have been evaluated. In the past, all of PMH's services and programs were assessed by Accreditation Canada once every four years. Built on a solid foundation of past excellent performance, this annual survey is just one part of PMH's ongoing commitment for continuous quality improvement, with a strong commitment to delivering excellent care and ensuring patient safety.

In compliance with provincial regulations, complete accreditation results are posted on the PMH website under the "about us" (Regional Reports) section or you can view the full report here.

PATIENT SAFETY

PMH demonstrates its commitment to patient safety through various initiatives, including continuous quality improvement, education, incident reporting, analyzing incidents to identify trends, critical incident reviews, implementing and monitoring recommendations for improvement, sharing Patient Safety Learning Advisories, Patient Safety Alerts and Safer Practice notices. PMH fosters an environment where everyone feels empowered to report safety concerns, disclose when patient safety events have occurred and include clients and families in the review and improvement process to promote a culture of safety.

During 2024-2025, there were 22 critical incidents declared, which is a 18.52% decrease from the previous year of 27. All Initial Reports and 50% of the 90-day reports have been submitted to Manitoba Health. Through reviews of patient safety incidents in 2024/2025, a variety of themes for improvement have been identified. Examples include the development of:

- A multi-disciplinary committee to enhance decision making related to bed safety.
- Modified pressure injury prevention, assessment and treatment resources to optimize user efficiency.
- A variety of improvements related to the electronic patient record (EPR).

FRENCH LANGUAGE SERVICES

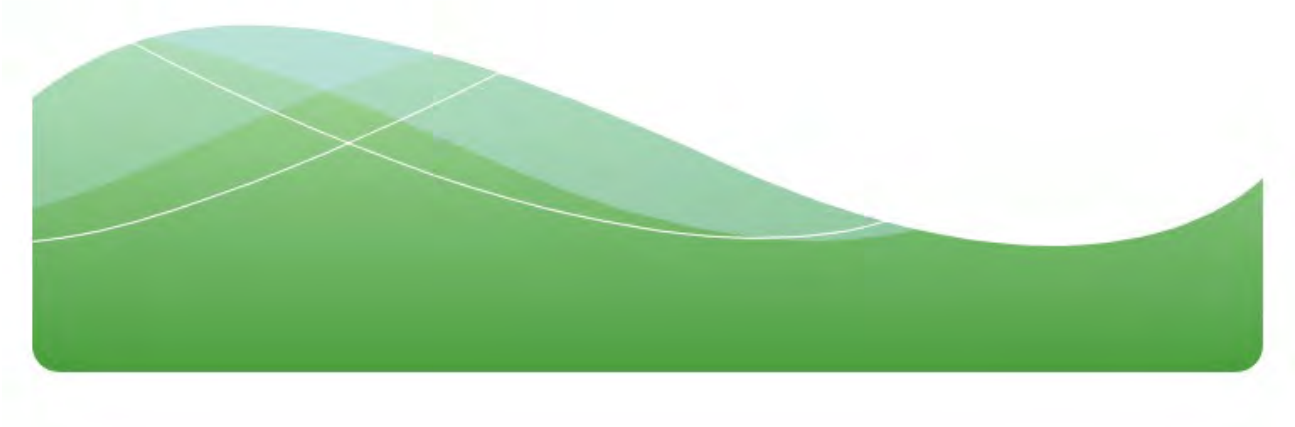
The new 2024 – 2028 French Language Services Strategic Plan for Prairie Mountain Health received approval in 2024/25 from the Minister of Health, Seniors and Long Term Care and the Minister responsible for Francophone Affairs. The FLS Plan seeks an integrated approach in ensuring and improving access to health services in French in the Prairie Mountain Health region.

A FLS Steering Committee is in place to guide the work to achieve four main objectives:

- PMH will develop an environment that encourages and supports all staff in their efforts to provide French language services.
- PMH will identify the strengths and weaknesses of its FLS delivery capacity with the objective of improving service delivery.
- PMH will ensure promotion of and access to resources, including written and electronic documents, available in both official languages.
- PMH will ensure that a francophone lens is used when planning for new or existing facilities, programs, services and initiatives.

In 2024 – 2025, the work of the FLS Committee focused on foundational work for the new 2024 – 2028 FLS Strategic plan including:

- Promotion of French language training opportunities for staff.
- Development of a translation strategy for PMH documents.
- In person consultation with Francophone stakeholders.



Prairie Mountain Health
Summary Consolidated Financial Statements
For the year ended March 31, 2025

Report of the Independent Auditor on the Summary Consolidated Financial Statements

To the Board of Directors of Prairie Mountain Health:

Opinion

The summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at March 31, 2025, and the summary consolidated statements of operations, remeasurement gains and losses, changes in net financial assets (debt) and it's consolidated cash flows for the year then ended, and related notes, are derived from the audited consolidated financial statements of Prairie Mountain Health (the "Region") for the year ended March 31, 2025.

In our opinion, the accompanying summary consolidated financial statements are a fair summary of the audited consolidated financial statements, in accordance with Canadian generally accepted auditing standards.

Summary Consolidated Financial Statements

The summary consolidated financial statements do not contain all the disclosures required by Canadian generally accepted auditing standards. Reading the summary consolidated financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited consolidated financial statements and the auditor's report thereon. The summary consolidated financial statements and the audited consolidated financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

The Audited Consolidated Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited consolidated financial statements in our report dated June 19, 2025.

Management's Responsibility for the Summary Consolidated Financial Statements

Management is responsible for the preparation of the summary consolidated financial statements in accordance with Canadian generally accepted auditing standards.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary consolidated financial statements are a fair summary of the audited consolidated financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standards (CAS) 810, Engagements to Report on Summary Financial Statements.

Brandon, Manitoba
June 19, 2025

MNP LLP
Chartered Professional Accountants

MNP LLP
1401 Princess Avenue, Brandon MB, R7A 7L7 1.800.446.0890 T: 204.727.0661 F: 204.726.1543

Prairie Mountain Health

Summary Consolidated Statement of Financial Position

As at March 31

(in thousands of dollars)

		2025		2024
FINANCIAL ASSETS				
Cash and cash equivalents	**$**	**1,135**	$	4,332
Accounts receivable		**12,090**		13,807
Investments		**10,828**		10,032
Due from Manitoba Health		**53,190**		73,353
Other assets		**9**		95
		77,252		101,619
LIABILITIES				
Bank indebtedness		**980**		-
Accounts payable and accrued liabilities		**54,695**		53,963
Unearned revenue		**13,822**		14,193
Employee benefits payable		**41,040**		36,765
Employee future benefits payable		**38,948**		38,691
Long-term debt		**410,834**		246,763
Asset retirement obligation		**53,538**		52,440
		613,857		442,815
NET DEBT	**$**	**(536,605)**	$	(341,196)
OTHER ASSETS				
Inventories held for use		**6,242**		5,909
Prepaid expenses		**2,920**		2,733
Capital assets		**554,436**		394,435
		563,598		403,077
ACCUMULATED SURPLUS	**$**	**26,993**	$	61,881
ACCUMULATED SURPLUS IS COMPRISED OF:				
Accumulated capital and operating surplus (deficit)		**22,287**		56,367
Restricted		**3,624**		4,718
Accumulated remeasurement losses		**1,082**		796
	$	**26,993**	$	61,881

Approved on behalf of the Board

_____ **Director** _____ **Director**

A full set of audited consolidated financial statements are available from Prairie Mountain Health

Prairie Mountain Health

Summary Consolidated Statement of Operations

For the year ended March 31

(in thousands of dollars)

	Budget 2025 Total	Actual 2025 Operating	Actual 2025 Capital	Actual 2025 Total	Actual 2024 Total
REVENUE					
Manitoba Health, Seniors and Long-Term Care revenue	$ 620,694	$ 632,624	$25,075	**657,699**	$ 605,578
Housing, Addictions and Homelessness revenue	38,472	39,372	-	**39,372**	41,662
Separately funded programs	1,709	1,725	-	**1,725**	1,836
Authorized/residential charges	37,104	40,104	-	**40,104**	37,529
Non-insured income	2,662	3,604	-	**3,604**	2,943
Other income	49,530	11,430	4,160	**15,590**	14,310
Investment income	1,600	2,261	-	**2,261**	2,293
	751,771	**731,120**	**29,235**	**760,355**	706,151
EXPENSES			-		
Acute care services	$ 291,557	$ 305,246	-	$ **305,246**	$ 281,008
Personal care home services	206,072	209,907	-	**209,907**	200,302
Therapy services	13,992	12,114	-	**12,114**	11,583
Community based home care services	47,665	52,153	-	**52,153**	50,310
Community based health services	34,891	37,285	-	**37,285**	32,355
Community based mental health services	40,624	39,898	-	**39,898**	38,521
Emergency medical services	-	-	-	-	11
Medical remuneration	60,965	62,823	-	**62,823**	58,437
Regional undistributed costs	33,613	36,861	-	**36,861**	35,170
Future employee benefits	4,200	3,871	-	**3,871**	3,590
Reserve for major repairs and equipment	39	148	-	**148**	79
Amortization of capital assets	15,894	-	18,253	**18,253**	17,685
Accretion	-	-	2,085	**2,085**	2,017
Interest expense	3,915	-	10,134	**10,134**	4,294
Loss (gain) on disposal of capital assets	-	-	(10)	**(10)**	(1)
Minor equipment purchases	1,882	-	3,814	**3,814**	3,703
	755,309	**760,306**	**34,276**	**794,582**	739,064
SURPLUS (DEFICIT)	$ **(3,538)**	$ **(29,186)**	$ **(5,041)**	**(34,227)**	$ (32,913)
ANCILLARY OPERATIONS					
Ancillary income	$ 2,452	$ 3,190	$ 39	**3,229**	$ 2,915
Ancillary expenses - other	1,490	3,575	-	**3,575**	3,205
Ancillary expenses - amortization of capital assets	161	-	157	**157**	214
	-	-	158	**158**	-
ANCILLARY SURPLUS (DEFICIT)	**801**	**(385)**	**(276)**	**(661)**	(504)
SURPLUS (DEFICIT) BEFORE OTHER ITEMS	$ **(2,737)**	$ **(29,571)**	$ **(5,317)**	**(34,888)**	$ (33,417)
RESTRUCTURING GAINS (LOSSES)	**-**	-	- -		(19)
SURPLUS (DEFICIT) FOR THE YEAR	**(2,737)**	**(29,571)**	**(5,317)**	**(34,888)**	(33,436)
ACCUMULATED SURPLUS (DEFICIT), BEGINNING OF YEAR		(31,255)	93,136	**61,881**	95,317
ACCUMULATED SURPLUS (DEFICIT), END OF YEAR		$ **(60,826)**	$ **87,819**	**26,993**	$ 61,881

A full set of audited consolidated financial statements are available from Prairie Mountain Health

Prairie Mountain Health

Summary Consolidated Statement of Change in Net Assets (Debt)

For the year ended March 31

(in thousands of dollars)

		Budget 2025		*Actual* 2025		Actual 2024
Surplus (Deficit) for the year	**$**	(2,737)	**$**	**(34,888)**	$	(33,436)
Acquisition of tangible capital assets				**(178,569)**		(142,349)
Amortization of tangible capital assets		15,894		**18,410**		17,899
Loss (gain) on sale of tangible capital assets		**-**		**148**		(1)
Proceeds on sale of tangible capital assets		**-**		**10**		1
Decrease (increase) of inventory		**-**		**(333)**		(45)
Decrease (increase) of prepaid expense		**-**		**(187)**		(197)
Change in Net Assets (Debt)	$	13,157	**$**	**(195,409)**	**$**	**(158,128)**
Net Assets (Debt), beginning of year			**$**	**(341,196)**	$	(183,068)
Net Assets (Debt), end of year			**$**	**(536,605)**	$	(341,196)

Prairie Mountain Health
Summary Consolidated Statement of Cash Flows
For the year ended March 31
(in thousands of dollars)

	2025	2024
OPERATING TRANSACTIONS		
Surplus (deficit) for the year	**$ (34,888)**	$ (33,436)
Adjustments to determine net cash provided by (used in) operating activities		
Loss (gain) on disposal of capital assets	**148**	(1)
Amortization of capital assets	**18,410**	17,899
Accretion expenses	**2,085**	2,017
Changes in non-cash operating working capital items:		
Accounts receivable	**1,717**	(1,386)
Due from Manitoba Health and Seniors Care	**20,163**	289
Inventories held for use	**(333)**	(45)
Prepaid expenses	**(187)**	(197)
Other long term assets	**86**	3
Accounts payable and accrued liabilities	**732**	(5,566)
Unearned revenue	**(371)**	(1,133)
Employee future benefits	**4,532**	1,918
Asset retirement obligation	**(987)**	2,005
	11,107	(17,633)
CAPITAL TRANSACTIONS		
Proceeds on sale of capital assets	**10**	1
Cash used to acquire capital assets	**(178,569)**	(142,349)
	(178,559)	(142,348)
INVESTING TRANSACTIONS		
Portfolio investment transactions	**(796)**	(805)
FINANCING TRANSACTIONS		
Advances (repayment) of loans	**165,051**	125,094
NET CHANGE IN CASH	**(3,197)**	(35,692)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	**4,332**	40,024
CASH AND CASH EQUIVALENTS, END OF YEAR	**$ 1,135**	$ 4,332
Supplementary Information		
Interest received	**$ 2,261**	$ 2,293
Interest paid	**10,134**	4,294

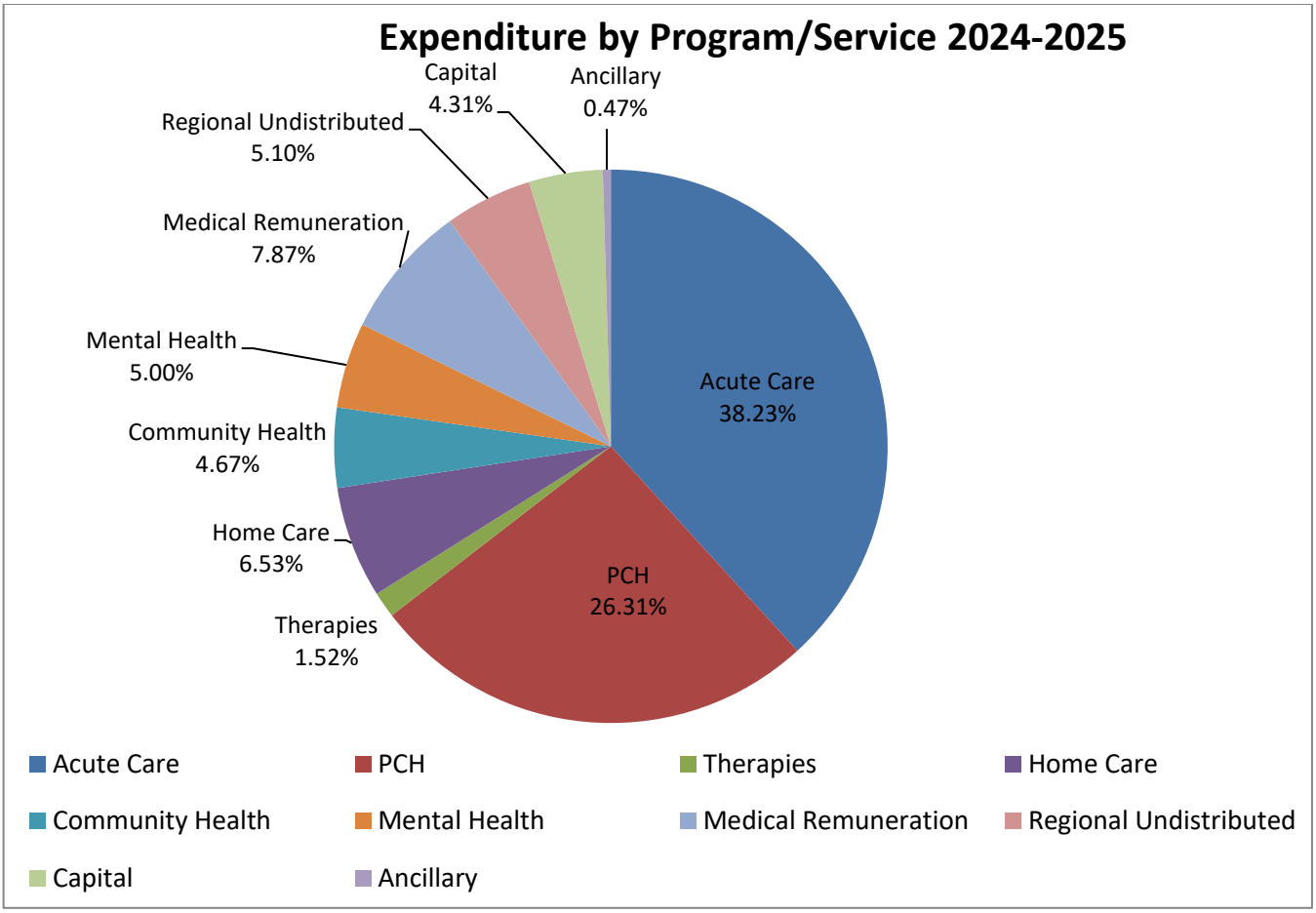
The accompanying notes are an integral part of these consolidated financial statements

Prairie Mountain Health
Summary Consolidated Statement of Remeasurement Gains and Losses
For the year ended March 31
(in thousands of dollars)

		2025		2024
Accumulated remeasurement gains (losses) at beginning of year	**$**	**796**	$	103
Unrealized gains (losses) attributable to:				
Portfolio investments		**286**		693
Accumulated remeasurement gains (losses) at end of year	**$**	**1,082**	$	796

The accompanying notes are an integral part of these consolidated financial statements.

A complete set of audited financial statements is available by contacting Prairie Mountain Health. A hard copy can be obtained by contacting 1-888-682-2253.The audited financial statements are also available on the PMH website here [Regional Reports - Prairie Mountain Health]



2024-2025 Expenditures (in thousands of dollars)

Acute Care	$ 305,246	38.23%
PCH	210,055	26.31%
Therapies	12,114	1.52%
Home Care	52,153	6.53%
Community Health	37,285	4.67%
Mental Health	39,898	5.00%
Medical Remuneration	62,823	7.87%
Regional Undistributed	40,732	5.10%
Capital	34,434	4.31%
Ancillary	3,732	0.47%
	$ 798,472	100.00%

ADMINISTRATIVE COST REPORTING

ADMINISTRATIVE COSTS

The Canadian Institute of Health Information (CIHI) defines a standard set of guidelines for the classification and coding of financial and statistical information for use by all Canadian health service organizations. Prairie Mountain Health adheres to these coding guidelines.

Administrative costs as defined by CIHI, include:

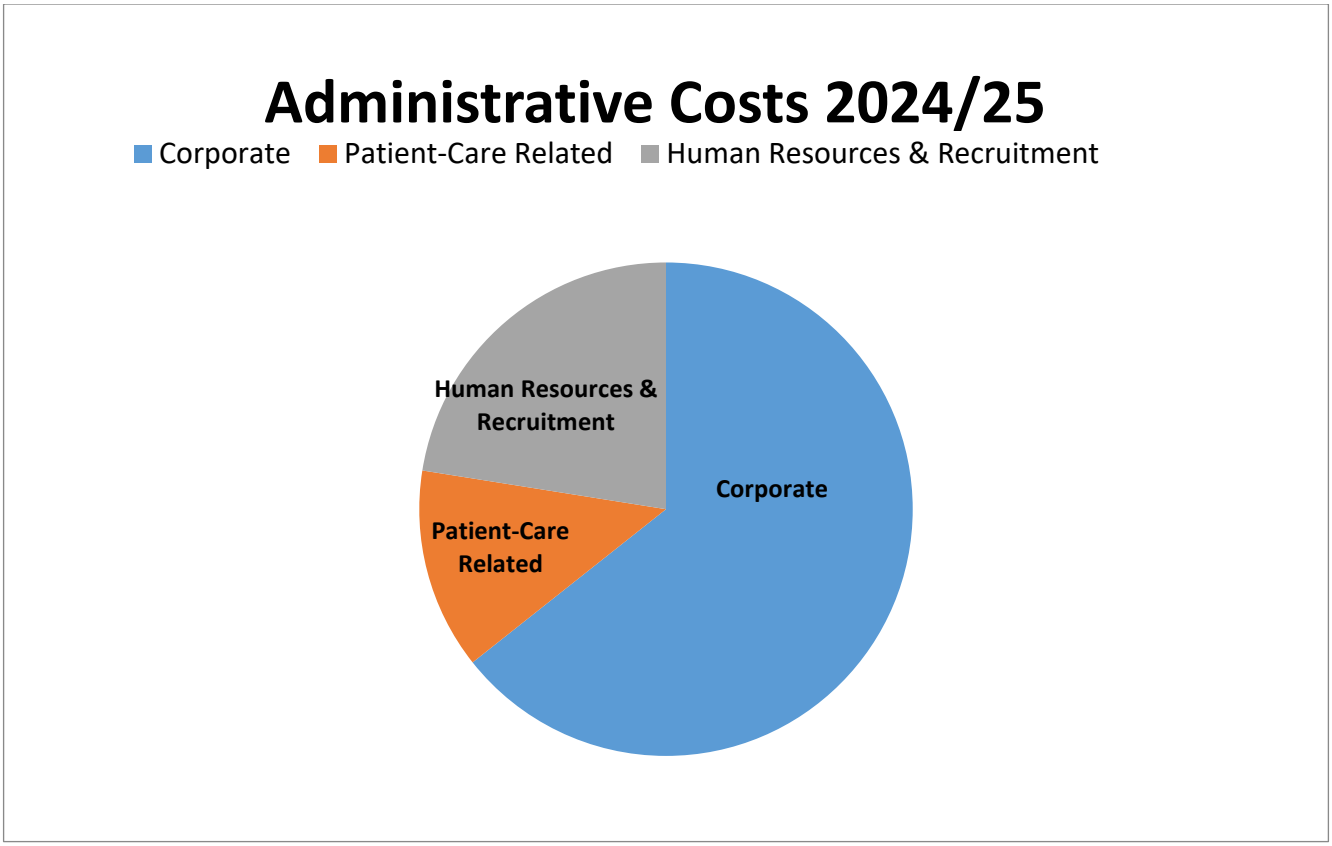
Corporate functions including: Acute, Long Term Care and Community Administration; General Administration and Executive Costs; Board of Trustees; Planning and Development; Community Health Assessment; Risk Management; Internal Audit; Finance and Accounting; Communications; Telecommunications; and Mail Service.

Patient Care-Related costs including: Patient Relations; Quality Assurance; Accreditation; Utilization Management; and Infection Control.

Human Resources & Recruitment costs including: Personnel Records; Recruitment and Retention (general, physicians, nurses and staff); Labour Relations; Employee Compensation and Benefits Management; Employee Health and Assistance Programs; Occupational Health and Safety.

ADMINISTRATIVE COST PERCENTAGE INDICATOR

The administrative cost percentage indicator (administrative costs as a percentage of total operating costs) also adheres to CIHI guidelines. Figures presented are based on data available at time of publication. Restatements, if required to reflect final data or changes in the CIHI definition, will be made in the subsequent year.



In 2024-2025, PMH administration costs totaled $27,072,774. The region's total operating costs during the fiscal year were $790,418,274.

	2024/25		2023/24		2022/23	
Corporate	$ 17,417,612	2.20%	$ 17,270,637	2.37%	$ 17,730,270	2.71%
Patient-Care Related	3,566,336	0.45%	3,112,496	0.43%	2,404,270	0.37%
Human Resources & Recruitment	6,088,827	0.77%	6,076,357	0.83%	5,042,002	0.77%
Total Administrative Costs	**$ 27,072,774**	**3.43%**	**$ 26,459,490**	**3.62%**	**$ 25,176,542**	**3.85%**

Provincial Health System Administrative Costs and Percentages

REGION	Corporate	Patient-Care Related	Human Resources & Recruitment	Total Administration
Interlake-Eastern Regional Health Authority	2.25%	0.78%	1.50%	**4.53%**
Northern Regional Health Authority	3.33%	1.03%	0.94%	**5.30%**
Prairie Mountain Health	2.20%	0.45%	0.77%	**3.42%**
Southern Health Santè-Sud	2.54%	0.48%	1.16%	**4.18%**
CancerCare Manitoba	1.96%	0.72%	0.56%	**3.24%**
Winnipeg Regional Health Authority	2.25%	0.61%	0.79%	**3.65%**
Shared Health *	1.50%	1.09%	1.68%	**4.27%**
Provincial - Percent	**2.07%**	**0.76%**	**1.12%**	**3.95%**
Provincial - Totals	**$ 149,799,827**	**$ 55,326,795**	**$ 81,532,670**	**$ 286,659,292**

2023/24

REGION	Corporate	Patient-Care Related	Human Resources & Recruitment	Total Administration
Interlake-Eastern Regional Health Authority	2.76%	0.97%	1.64%	**5.37%**
Northern Regional Health Authority	3.42%	1.10%	0.98%	**5.50%**
Prairie Mountain Health	2.36%	0.42%	0.83%	**3.61%**
Southern Health Santè-Sud	2.49%	0.46%	1.11%	**4.06%**
CancerCare Manitoba	1.73%	0.72%	0.54%	**2.99%**
Winnipeg Regional Health Authority	3.12%	0.63%	1.04%	**4.79%**
Shared Health *	2.14%	0.81%	1.43%	**4.38%**
Provincial - Percent	**2.60%**	**0.70%**	**1.16%**	**4.46%**
Provincial - Totals	**$ 167,041,173**	**$ 44,691,858**	**$ 74,480,820**	**$ 286,213,851**

* 2023/24 has been restated for Shared Health for comparative purposes. In 2024/25, Shared Health reclassified several program areas from administrative to operational. These programs relate to project management resources that support Manitoba Health, Seniors and Long-Term Care in the delivery of government priorities. 2023/24 has been restated for the reclassification of the project management resources only, as the largest program impacting the indicator. The 2023/24 indicator for Shared Health was previously reported as 5.36%.

Reporting and Accountability

Expense Reporting

The Health System Governance and Accountability Act requires that Regional Health Authorities (RHAs) publish on their website expenses paid to, and on behalf of, the CEO of the health authority, as well as the senior officers of each health corporation (non-devolved hospitals and personal care homes) located within the health region. This requirement also applies to Shared Health and CancerCare Manitoba. The CEO Expense Report for period ending March 31, 2025 can be found by accessing the PMH website –About Us section.

Public Compensation Disclosure

In compliance with the Public Sector Compensation Disclosure Act of Manitoba, interested parties may obtain copies of the Prairie Mountain Health public sector compensation disclosure (which has been prepared for this purpose and certified by its' auditor to be correct). This report contains the amount of compensation it pays or provides in the corresponding fiscal year for each of its officers and employees whose compensation is $85,000 or more. This information, along with the complete set of financial statements, including the auditor's report, is available on the PMH website, under the about us section/ regional reports.

Whistleblower Protection

The Public Interest Disclosure (Whistleblower Protection) Act came into effect April 2007. This law gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoings) in the Manitoba public service, and strengthens protection from reprisal. The Act builds on protections already in place under other statutes as well as collective bargaining rights, policies, practices and processes in the Manitoba public service. *As per reporting requirements regarding Section 18 of the Act, PMH did not receive any disclosures in 2024/2025 under the legislation, therefore, no investigations commenced as a result*.

Accountability Provisions

The Health System Governance and Accountability Act includes provisions related to improved accountability and transparency and to improved fiscal responsibility and community involvement.

As per Sections 22 and 51 of The Act

The establishment by the Minister of terms and conditions of employment (compensation, etc.) to be included in the employment contract of the Chief Executive Officer and designated senior officers of a regional health authority. *Employment contracts have been established for the CEO and all Senior Leaders of the organization. These contracts contain all terms and conditions of employment as set out by the Minister.*

As per Section 23 (2c) of The Act

The preparation, implementation and posting on the website and updating of the regional health authority's strategic plan. *Prairie Mountain Health's 2025-2030 Strategic Plan, that took effect April1, 2025, is posted to the PMH website, under the about us section/ regional reports.*

Riding Mountain National Park

Photo courtesy of Michelle Jubenvill

As per Sections 23.1 and 54 of THE Act

The establishment by the Minister of requirements relating to accreditation of a regional health authority and the accreditation participation in RHA accreditation of health corporations and certain health care organizations and publishing of the results. *PMH has been continuing efforts related to Accreditation; results of recent Accreditation Canada surveys can be found on the region's website, under the about us section/ regional reports.*

This report is available in alternate formats upon request.

Please contact us at the options listed below.

CONTACT US

Prairie Mountain Health

EMAIL: pmh@pmh-mb.ca

WEBSITE: www.prairiemountainhealth.ca/contact-us

PHONE: 1-888-682-2253