



PRAIRIE
MOUNTAIN
HEALTH

STRATEGIC PLAN

2025-2030

Health
and
Wellness
for All



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 healthcare that is without racism and discrimination.

Prairie Mountain Health recognizes that improving the health status, health outcomes and equitable access to quality healthcare 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 the spirit of reconciliation and healing.

Artwork: Illeana Knott

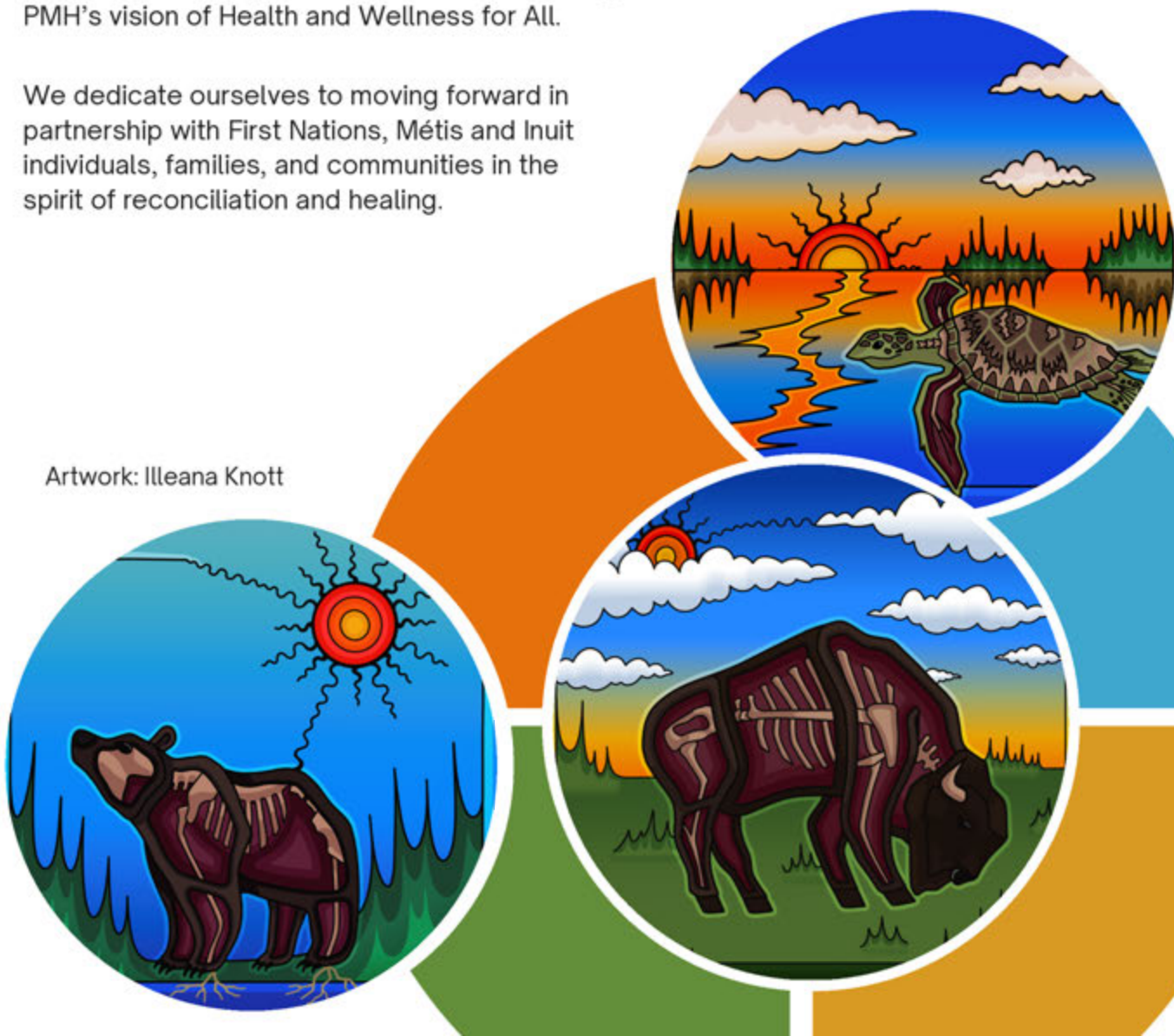


Table of Contents

| | |
|----|------------------------------------------|
| 4 | Message from the Board of Directors |
| 5 | Message from the Chief Executive Officer |
| 6 | Introduction to Prairie Mountain Health |
| 7 | About Us |
| 8 | The Health of our Residents |
| 9 | Health Status |
| 11 | Engagement |
| 12 | Strategic Map |
| 13 | Service Delivery Model |
| 14 | Indigenous Health |
| 15 | Workforce Plan |
| 15 | Financial Plan |
| 16 | Capital Projects |
| 17 | Accountability |



Message from the Board of Directors

Reflecting on the progress made in recent years, we are inspired by the dedication and commitment demonstrated by staff throughout Prairie Mountain Health (PMH). Together, we have taken great strides in improving the delivery of high-quality health services.

In collaboration with the provincial government, and healthcare organizations throughout Manitoba, we have recruited more staff from at home and abroad. We have also invested in improvements to mental health and addictions services, improvements in primary healthcare options, reducing surgical waitlists and advancing our commitment towards Truth and Reconciliation. For more information on notable achievements over the past year, refer to [Prairie Mountain Health's Annual Report](#).

Under the guidance of the Province of Manitoba and in accordance with the Health System Governance and Accountability Act, it is our privilege to present Prairie Mountain Health's 2025-2030 Strategic Plan. This plan will serve as a guide to improve the healthcare system; indicate where we are headed as an organization and remind us of the journey we have been on thus far. We are committed to continuous improvement and innovation, to ensure that we are meeting the evolving needs of our residents and communities.

Lon Cullen



Chair, Board of Directors

Message from the Chief Executive Officer

Health is our most precious asset. Mental, physical, emotional and spiritual well-being enables us to live happy, fulfilling lives and empowers us to achieve our full potential.

Prairie Mountain Health's vision of *Health and Wellness for All* upholds our commitment to support health and wellbeing for everyone by providing access to high-quality care and support to those when and where they need it.

Our mission to *promote and improve health through quality, client-centred healthcare in partnership with others* reflects our commitment to continued community engagement in the planning of healthcare service delivery. Our Values provide a framework to guide our actions. We commit to honesty and ethical behaviour; we take ownership of our actions; we strive to deliver health services where and when they are needed most; we believe that kindness matters; we connect, listen and work together; and we aim for excellence individually and collectively.

Our 2025-2030 Strategic Plan was developed under the leadership of, and approved by, our Board of Directors. It can be accessed on our [website](#) in both English and French. Our plan will provide direction to our organization for years to come and holds us accountable to our strategic vision, mission and values. It defines who we are as an organization, where we are going and how we will get there. It provides concrete goals to achieve our priorities and a solid foundation for ongoing collaboration and decision making.

Sincerely,



Treena Slate

Chief Executive Officer, Prairie Mountain Health



Introduction to Prairie Mountain Health

Prairie Mountain Health (PMH) is a service delivery organization that is responsible for the delivery of healthcare in the southwestern quadrant of Manitoba.

PMH enters into accountability agreements with the Ministers of Health, Seniors and Long-Term Care and Housing, Addictions and Homelessness each year, in accordance with *The Health System Governance and Accountability Act*. The agreement reflects the continued evolution of the responsibilities for PMH in the delivery of services within the health system in Manitoba and recognizes that we each have a responsibility to work together to achieve better health outcomes for Manitobans.

In PMH, we have aligned our strategic plan with provincial priorities. By doing so, our goals not only guide our organization's direction, but also support the strategic direction of our provincial healthcare system.



About Us

Prairie Mountain region is a large geographic area which encompasses urban centres, parks, prairies and remote unorganized territories.



Within our region

- 14 First Nation communities
- 15 Northern Affairs (Métis) communities
- 39 Hutterite communities
- 2 designated Francophone communities. There is also a significant French speaking community on and around the Canadian Forces Base in Shilo

176,000

Total population of our region & growing in both number and diversity

20.2%

Total population of seniors in our region, which is projected to substantially increase

17.5%

Indigenous population in PMH

7.4%

Visible minority population in PMH

The Health of our Residents

The Community Health Assessment provides an overview of the social determinants of health, health status and health system use of residents who live in Prairie Mountain Health. The data gives us an idea of how healthy our population is and what areas we need to focus on to improve health.



Social Determinants of Health

Understanding the health needs and assets of the people that live in our region is critical to effectively plan programs and services that respond to communities' unique needs. People in some areas are very healthy, while social and economic circumstances negatively impact the health of others. The most significant predictors of health are income, employment and education.



PMH has the lowest median household income in the province



The highest unemployment rates are found in the northern area of our region



More than a quarter of PMH residents do not have a high school diploma



More than a quarter of children in the northern area of our region live in low income families

Health Status

There are differences in health status amongst residents in PMH region. In this section, when the term 'significantly' is used, the difference is considered statistically significant and unlikely to be due to a fluctuation over time or due to chance.

Life Expectancy – PMH residents are living longer, with both male and female life expectancies increasing significantly over time. Female life expectancy has increased by more than a year to an average of 83.3 years, whilst life expectancy for males increased by one year to an average of 78.3 years.

Respiratory - More than 23,000 PMH residents live with a respiratory disease such as asthma, chronic bronchitis, or emphysema. The rate is significantly higher than the provincial average, increased significantly over time and remains the highest in the province.

Asthma prevalence in children is significantly higher than the rest of the province and increased significantly over time. The rates for the region are driven by residents of Brandon.

Diabetes – Approximately 17,600 residents live with diabetes, which has increased significantly over time. First Nations children living on reserve in Prairie Mountain Health are more than 12 times as likely as all other Manitoba children to be living with diabetes. Kidney disease is a common complication of diabetes. The number of residents living with end stage kidney disease is projected to increase substantially and place a significant strain on the hemodialysis program.

Mental Health - The prevalence of mood and anxiety disorders amongst adults in our region is significantly higher than the provincial average and the highest in the province. More than 34,000 residents live with a mood and anxiety disorder. Mood and anxiety disorders frequently coexist with other chronic diseases and conditions.

Substance Use - The prevalence of substance use disorder (alcohol and/or drug dependence) is significantly higher in PMH than the provincial average. Substance use is associated with alcohol poisoning, violence, injuries and deaths and prolonged use often leads to a number of acute and chronic disease conditions.

Seniors - Benzodiazepine use by seniors is not recommended as it poses serious safety concerns including increased risk for confusion, memory loss, poor coordination and muscle control, potentially leading to falls and fractures. Despite a significant decrease in potentially inappropriate Benzodiazepine prescriptions, use in our region remains significantly higher than the provincial average and highest in the province.

Prenatal Care – More than 10% of pregnant women in our region receive inadequate prenatal care; this issue is most prominent amongst those living in the northern part of the region. Adequate prenatal care may help to address related issues, such as:

- infants born large for gestational age, which is likely associated with gestational diabetes or type 2 diabetes in pregnancy. Our region has a significantly higher proportion of infants born large for gestational age than the provincial average
- high Caesarean section (C-section) rates; PMH has the highest C-section rate in Manitoba
- and low rates of vaginal births after C-section; PMH has the lowest rate of vaginal birth after a prior C-section in Manitoba

Health System Utilization

Health System Utilization by PMH residents over a one-year time period:

135,770 
residents had at least one visit to
a physician or nurse practitioner

44,304 
consultations to a specialist

199,068 
emergency room visits

1,522 
hospitalizations that potentially
could have been prevented with
adequate access to quality
primary healthcare

159,209 
days of hospital care provided;

56,826 
of these days were for patients
that did not need the intensity of
acute care (e.g., awaiting home
care or long-term care)

Engagement

Feedback on the current strengths, challenges, and opportunities for PMH was gathered through an online staff survey, and in-person workshop with the Board of Directors and management. In addition to this, a review of the draft strategic plan was completed by community and patient partners.



The **top strengths** identified were teamwork, dedicated and hardworking employees, and provision of quality care (i.e., evidence-based, best practice).



The **top weaknesses** identified were lack of consistency or efficiency of some processes, high workload, burnout and low morale, and staffing challenges.



The **top opportunities** identified were to engage staff when planning changes/improvements, to standardize processes throughout the region to gain efficiency, and to implement a staff retention and wellness plan.



From this, PMH developed a strategic map in 2023, and later revised it in 2024 to incorporate an additional priority related to advancing health equity.

PMH also identifies and evaluates corporate risks on a yearly basis. Actions are taken throughout the year to reduce the risk exposure. Formal identification and prioritization of risk informs continuous quality improvement and strategic planning.



Prairie Mountain Health Strategic Map 2025 - 2030

Vision

Health and Wellness for All

Mission

Promote and improve health through quality, client-centred healthcare in partnership with others

Values

| Equity | Respect | Engagement | Accountability | Quality | Integrity |
|--------------------------------------------------------------------------|---------------------------------------------------------------------|--------------------------------------|----------------------------------|------------------------------------------------------|--------------------------------------------|
| We strive to deliver health services where and when they are most needed | We believe that kindness matters - to each other and those we serve | We connect, listen and work together | We take ownership of our actions | We aim for excellence, individually and collectively | We commit to honesty and ethical behaviour |

Priorities

Goals

Positive healthcare experience with a focus on quality health services

- *Improve healthcare experience for all people ¹*
- *Improve client safety and care outcomes*
- *Work with people to manage their health and health risks ¹*

Improved health system capacity, performance and accountability

- *Improve efficiency and reduce wait times*
- *Support innovation in service delivery*
- *Use digital technology and data to drive performance and accountability*

Empowered, adaptable and high-performing workforce

- *Enable a more agile use of workforce that maximizes scope and skill.*
- *Enhance recruitment and retention initiatives, including succession planning*
- *Support a positive and safe workplace culture ¹*
- *Develop and enhance training and mentorship opportunities*

Strengthen financial sustainability and reduce cost of care

- *Demonstrate financial accountability*
- *Optimize the use of available resources*
- *Strengthen the culture of continuous quality improvement at all levels of the organization*

Advance health equity

- *Develop a workforce that represents our diverse population. ¹*
- *Improve equitable access and health outcomes ¹*
- *Deliver culturally appropriate care that supports mental, physical, emotional, and spiritual well being ¹*

¹ Goal helps address Truth and Reconciliation Commission: Calls to Action

Service Delivery Model

Prairie Mountain Health supports health and wellness for all, through the delivery of a network of services, in collaboration with Shared Health, Manitoba Health, Seniors and Long-Term Care and Housing, Addictions and Homelessness.

Prairie Mountain Health

- Acute Care Services
- Cancer Care Services
- Home Care and Seniors Services
- Indigenous Health
- Long-Term Care/Transitional Care
- Medical Services
- Mental Health and Addictions
- Palliative Care
- Pharmacy Services
- Primary Health Care
- Public Health
- Social Work
- Spiritual Care
- Support Services
- Therapy & Rehabilitation Services
- Volunteer Services

Shared Health

- Diagnostic and Laboratory Services
- Emergency Response Services
- Human Resources Shared Services
- Information and Communications Technology
- Medical Assistance in Dying

Government of Manitoba

Manitoba Health, Seniors and Long-Term Care, as well as Housing, Addictions and Homelessness

- Health System Governance and Accountability
- Oversight of Strategic Planning, Annual Operational Planning and Annual Reporting
- Provincial Information and Management Analytics

Indigenous Health

There are 14 First Nations communities and 15 Northern Affairs (Métis) communities within the Prairie Mountain region. Many Indigenous Peoples also live in urban centres and rural communities.

Prairie Mountain Health:

- acknowledges the harms and wrongs of the past and is committed to providing culturally safe healthcare that is without racism and discrimination
- commits to strengthening relationships to move forward in partnership with First Nations, Métis and Inuit individuals, families, and communities in the spirit of reconciliation and healing
- recognizes that improving the health status, health outcomes and access to quality healthcare for Indigenous Peoples, is essential to achieving PMH's vision of *Health and Wellness for All*
- supports the implementation of Indigenous ways of knowing and being into health and wellness



PMH works toward building relationships, strengthening existing collaborations and addressing Indigenous Peoples' health status. PMH does this through engagement with Indigenous patients, families and communities, information sharing, and work to help bridge gaps and enhance service delivery within the region.

Indigenous Patient Advocates play an important role in the provision of culturally safe, emotional and spiritual care to First Nations, Métis and Inuit people. Advocates assist with interpretation, provide links to resources, assist with discharge planning and help to coordinate non-insured health benefits (NIHB) for those with treaty status.

Ta wâw (Cree) Iyuskin (Dakota) Biindigen (Ojibwe) Wotziye (Dene) Tunngasugit (Inuktitut)
Pee-piihtikweek (Michif) Bonjour (French) Waaciye (Oji-Cree) Tánsi (Cree) Kuwa (Dakota)
Welcome (English)

Workforce Plan

PMH employs approximately 7,500 staff. The organization commits to building a more empowered, adaptable and high-performing workforce. Initiatives underway include:

- Increasing education and training opportunities
- Implementing career development options
- Workplace wellness activities
- Leadership development
- Indigenous Human Resources
- French Language Services Workforce strategies

Financial Plan

PMH receives annual funding from Manitoba Health, Seniors and Long-Term Care and Housing, Addictions and Homelessness to support the delivery of core programs and services throughout the region. These funds are allocated across community, acute care, long-term care, and regional programs. There are several factors that have significant implications for financial management including:

- Ongoing maintenance of aging healthcare facilities
- Salary increases based on collective agreements
- Staffing shortages resulting in agency and overtime utilization
- Increased complex social issues including substance use and mental health disorders
- An aging population
- Response to communicable disease outbreaks
- Environmental emergencies

PMH will ensure financial management training and accountability processes are in place to support fiscal stewardship at the department and program level. We seek staff input on potential efficiencies and cost savings, recognizing that those closest to the issues are well positioned to identify potential solutions. Opportunities for cost savings are required for improvement project prioritization along with identification of patient flow efficiencies. We engage with community partners to develop effective, shared service delivery models to augment existing capacity, and we are committed to evaluate program return on investment as part of our responsibility for financial decisions.

Capital Projects

Shared Health leads and coordinates a Provincial Capital Plan that is reflective of the needs of all service delivery organizations to ensure continuity of care, and equity of investments across the province. This includes working with each service delivery organization to identify their capital needs and provide objective scoring to identify the most critical priorities for the province.



Construction of a new health centre in Neepawa is underway. It will be 4.5 times larger than the current facility, with expanded services. There will be 14 treatment areas in the Emergency Department along with dedicated registration and nurse triage areas. There will also be 60 private inpatient rooms. Obstetrics will have three birthing rooms, with one room being able to support water births. There will be designated space for outpatient treatments, cancer care and renal dialysis. The new centre is anticipated to open late 2026/early 2027.

Expansion of Brandon Regional Health Centre to include a Critical Care Building. This four-story addition will be located on the north side of BRHC. The building will house a 16 bed Intensive Care Unit, a 30 bed Internal Medicine Unit, and room for future clinical expansion. It is anticipated to open in early 2026 and will establish Brandon as the intermediate hub for western Manitoba.



A 12 bed Behavioural Care and Support Unit will be developed inside Fairview Personal Care Home. This unit will offer specialized care, support and supervision within a personal care home setting for those who require it. The unit is expected to open in spring 2026.

Accountability

As part of the ongoing strategic planning process, our organization has developed a multi-year accountability framework to ensure progress is made to achieving strategic goals. PMH identified strategic indicators to monitor and report progress to internal and external partners.



This strategic plan will help us achieve our vision of *Health and Wellness for All*. We reaffirm our commitment to partner with others to promote and improve health through quality, client-centred healthcare. Our strategic priorities, in alignment with those of the province, guide our organization to:

- Positive healthcare experience with a focus on quality health services
- Improved health system capacity, performance and accountability
- Empowered, adaptable and high-performing workforce
- Strengthen financial sustainability and reduce cost of care
- Advance health equity

Refer to Prairie Mountain Health's [Annual Report](#) for more information related to achieving our strategic plan goals and annual financial information.