

2023-2028

WRHA STRATEGIC PLAN

Together We Care



Winnipeg Regional Health Authority
Office régional de la santé de Winnipeg

WRHA TRADITIONAL TERRITORIES ACKNOWLEDGEMENT

The Winnipeg Regional Health Authority acknowledges it provides health services in facilities located on Treaty 1 and Treaty 5 territories, the homelands of the Métis Nation and the original lands of the Inuit people. The WRHA respects and acknowledges Canada's harms and mistakes, and we dedicate ourselves to collaborate and partner with the First Nations, Métis and Inuit Peoples.

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TOGETHER, WE CARE.





MISSION

**WE PROVIDE THE BEST
HEALTH CARE
TO EVERY PERSON
WE SERVE.**

TOGETHER, WE CARE.

MESSAGE FROM THE BOARD CHAIR AND CHIEF EXECUTIVE OFFICER

WE ARE HAPPY TO PRESENT THE STRATEGIC PLAN FOR THE WINNIPEG HEALTH REGION FOR 2023-2028.

This plan follows a period of significant change for the healthcare system in Manitoba. In addition to healthcare system transformation, we spent more than two years managing a global pandemic, the impacts of which are still affecting our community.

Our new strategic plan defines how we want to move forward. Our mission is to deliver the best health services to every person we serve, and this plan will be our “true north”, guiding us through the work of improving our organization, our partnerships and the health services we provide to carry out that mission. It will enable us to achieve our vision of healthy people, thriving communities and partners in care.

Our commitment to you is that we will focus on the areas you identified as most important to you: Our People, Our Care, Our System, For All. We will be investing in, listening to and empowering every team member to achieve their best health and performance; consistently providing the highest quality care experience anywhere; delivering an effective and efficient healthcare system today and for generations

to come; and supporting everyone we serve in achieving their full health and well-being potential.

We will also be relying on you to champion our shared vision, mission, values and strategic priorities. This plan belongs to all of us, and we all have a part to play in its success.

If you are reading this at a future point in the strategic plan’s lifespan, know that we are working diligently to deliver results—that we expect to stabilize staffing across the region, to be providing the best care possible when and where people need it, and to have contributed meaningfully to the post-pandemic health system recovery.

Sharing this plan with you is not the end of the process; it’s only the beginning. We see this as the first step in creating a new Winnipeg Health Region that prioritizes ongoing two-way listening, sharing and learning as an essential part of making a difference in our healthcare system. Because together, we care—for you, your loved ones and our community.



PATRICIA SOLMAN
Chair, Board of Directors



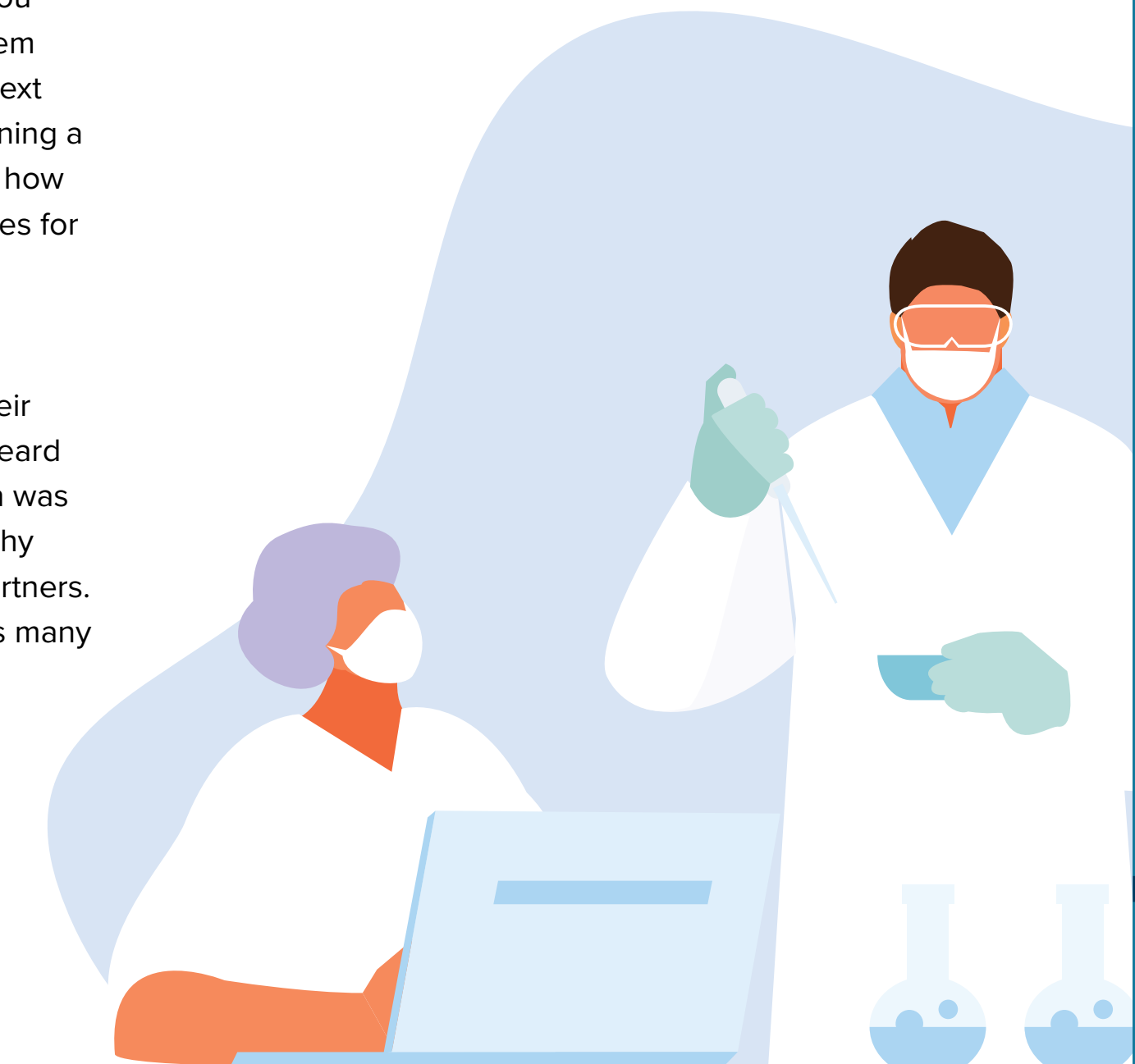
MIKE NADER
Chief Executive Officer

ACKNOWLEDGEMENTS

WE DIDN'T CREATE THIS PLAN ON OUR OWN. WE'VE KNOWN FROM THE BEGINNING OF THIS PROCESS THAT FOR THE PLAN TO BE SUCCESSFUL, IT NEEDED TO BE INFORMED BY THE PEOPLE WE WORK WITH AND SERVE, WHO HAVE A STAKE IN A HEALTHIER COMMUNITY AND STRONGER WINNIPEG HEALTH REGION.

To develop this plan, we undertook an unprecedented engagement process. Over the last several months, we heard from thousands of you about your ideas for improving our health system and where we should place our focus for the next five years. We've also begun meeting and opening a dialogue with Indigenous-led organizations on how we can work together to improve health services for Indigenous community members.

We want to acknowledge and thank everyone who participated in this process and shared their experiences, knowledge and insights. We've heard everything you've shared with us, and this plan was built on your feedback. When it comes to healthy people and thriving communities, we are all partners. The only way to achieve that vision is to find as many ways as possible to work together.



THIS PLAN REPRESENTS
OUR COMMITMENT TO
FINDING AS MANY WAYS
AS POSSIBLE TO WORK
TOGETHER FOR EACH OTHER
AND OUR COMMUNITY.

TOGETHER, WE CARE.

100+ ENGAGEMENT ACTIVITIES
AND THOUSANDS OF
EMPLOYEES, MEMBERS OF
THE PUBLIC, COMMUNITY
ORGANIZATIONS AND SERVICE
PARTNERS PROVIDED INPUT AS
THE PLAN WAS DEVELOPED.

INTERVIEWS
FOCUS GROUPS
SMALL GROUP WORKSHOPS
FACILITY VISITS
SURVEYS
TOWN HALLS
STREET OUTREACH

TOGETHER, WE CARE.

SHAPING OUR PLAN

OVER THE PAST SEVERAL YEARS, MANITOBA'S HEALTHCARE SYSTEM HAS BEEN MAKING CHANGES TO BE MORE PATIENT-FOCUSED, OPERATE MORE EFFICIENTLY AND ENSURE IT IS SAFE, AFFORDABLE AND SUSTAINABLE.

The provincial government, or Manitoba Health, continues to lead the system in a number of areas, including setting direction for the health care system, ensuring consistent results are achieved across the province and providing provincial funding for health care. A new provincial health organization, Shared Health, leads provincial health system clinical planning and leads the coordination of health services with all healthcare regions in Manitoba. Shared Health is also responsible for delivering certain health services with a provincial scope, including managing Health Sciences Centre as Manitoba's main tertiary care centre.

What this means for the Winnipeg Health Region is that we are now focused on coordinating and delivering high-quality, timely health services and promoting health and well-being in our community, which includes the City of Winnipeg, as well as the northern community of Churchill and rural municipalities of East and West St. Paul. This includes overseeing and managing hospitals and health centres, as well as community health and long-term care programs, and providing funding to community agencies that deliver services to promote health and well-being. We also

provide health care support and specialty referral services to nearly half a million Manitobans who live beyond these boundaries, as well as residents of northwestern Ontario and Nunavut, who often require the services and expertise available within our region.

This strategic plan is a first for the Winnipeg Health Region in our new role, and it was critical that it was developed to confirm a shared vision, mission and values for our community, as well as identify how we will work as part of a cohesive provincial health care system.

Our plan is designed to align with and support Manitoba's Clinical and Preventive Services Plan (MCPSP), which is a five-year roadmap for the future to improve delivery of health services in the province. The goals of that plan are to provide care closer to home, deliver enhanced virtual care options, increase surgical capacity and establish clearer pathways for providers and patients to access specialized care. The process of developing this plan was also guided by Manitoba's Quality and Learning Framework, and its four guiding principles to inform a coordinated, client-centred provincial approach to quality: respect for every individual; accountability; value; and continuous improvement and learning.

Perhaps most importantly, we met and consulted with thousands of people, from 11 key groups, in more than 100+ engagements in order to ensure the plan reflected the unique perspectives of our community. These groups included those who access our services—patients, residents, clients, families and caregivers—as well as employees, the public, volunteers, hospital and health centre foundations, government, service partners, health partners, community organizations, Indigenous health and unions and professional associations.

The plan you will see in subsequent pages is the culmination of these perspectives and the existing plans and frameworks we were able to draw from. It is an ambitious plan that will help us provide the highest quality care experience anywhere, for all.

The road to realizing the vision, carrying out the mission and living the values laid out here is not covered in a single plan. Rather, the plan represents our commitment to our collective vision and to finding as many ways as possible to work together for each other and our community. It will help us make choices and guide us into the future in which we support people to be healthy, communities to thrive and become partners in care.

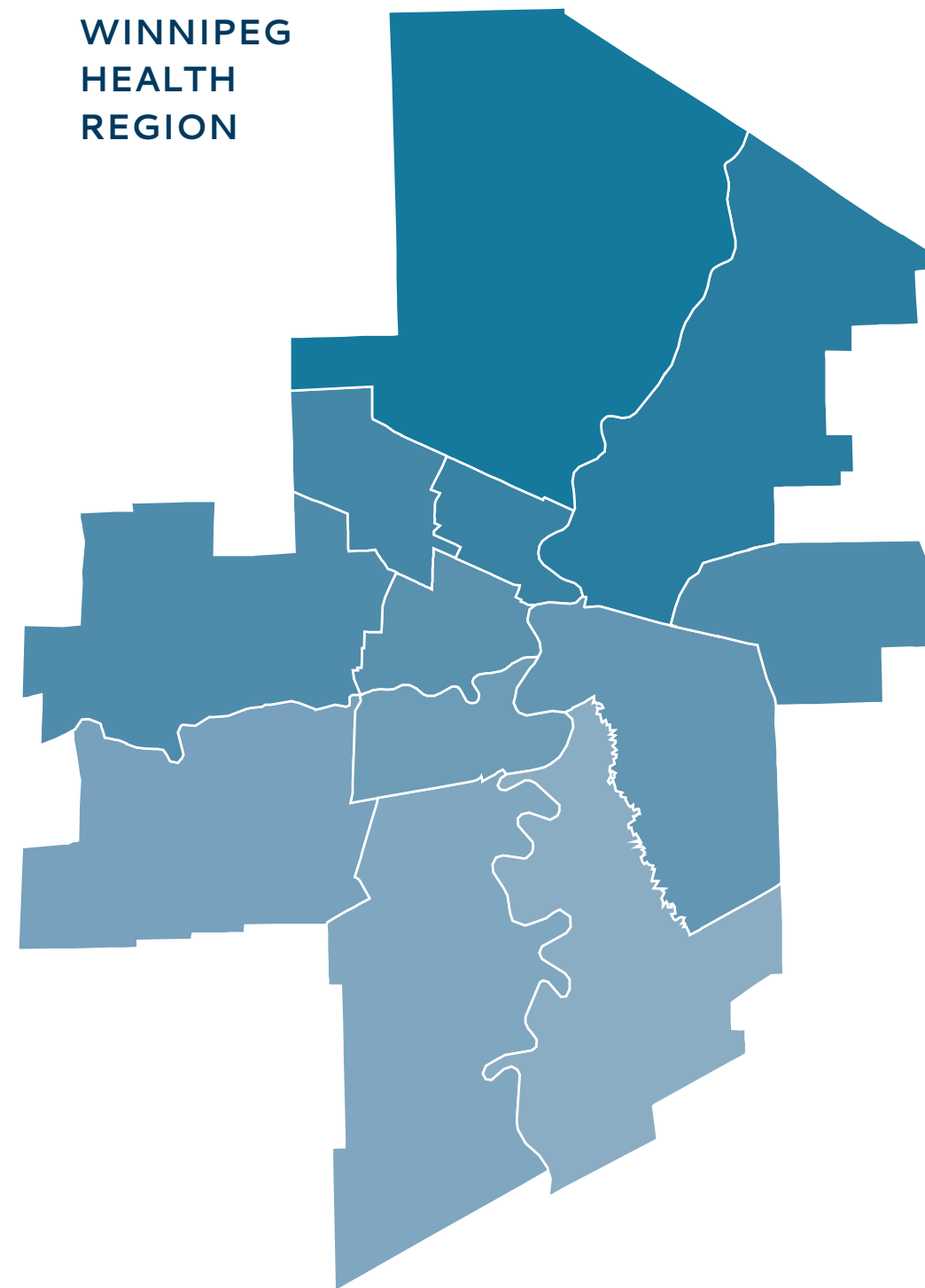
POPULATION & ASSESSED HEALTH NEEDS

THE PLAN WAS DESIGNED TO MEET THE NEEDS OF THE COMMUNITY WE SERVE, AND WAS INFORMED BY KEY DEMOGRAPHIC AND HEALTH INDICATORS THAT REFLECT WHAT THOSE NEEDS ARE AND WHAT THEY WILL BE OVER THE NEXT FIVE YEARS.

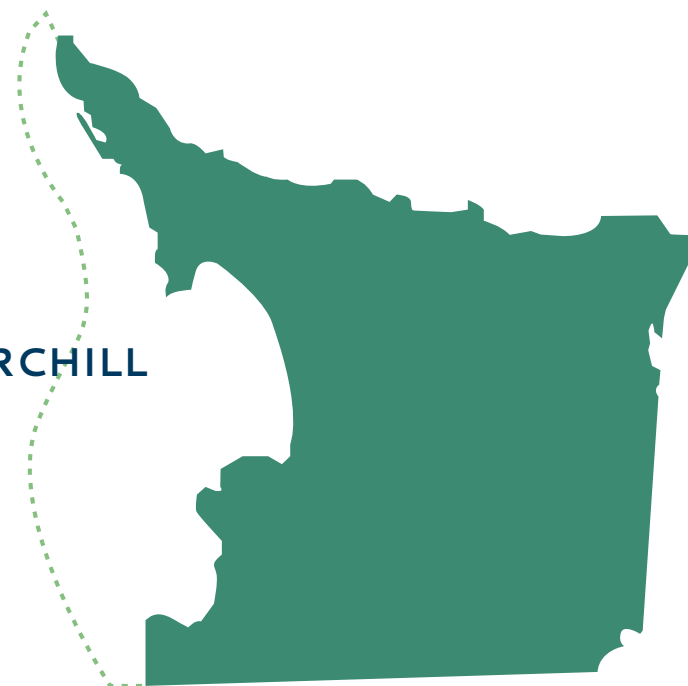
POPULATION DEMOGRAPHICS	WINNIPEG HEALTH REGION	MANITOBA
Total population	778,239	1,360,518
Life expectancy - male	79.4	78.5
Life expectancy - female	83.4	82.8
Residents living in low income households	16.0%	15.0%
Children living in low income households	22.6%	21.9%
Indigenous	12.2%	18.0%
Visible minority populations	27.5%	17.5%
Population Age 65+	15.8%	15.5%

SOURCE: 2019 COMMUNITY HEALTH ASSESSMENT

WINNIPEG HEALTH REGION



CHURCHILL



WINNIPEG HEALTH REGION BY THE NUMBERS: YEAR AT A GLANCE

HEALTH INDICATORS



81.4%
Residents with at least one visit to a doctor or nurse practitioner
(636,040)



20.7%
Diagnosed with hypertension
(125,460)



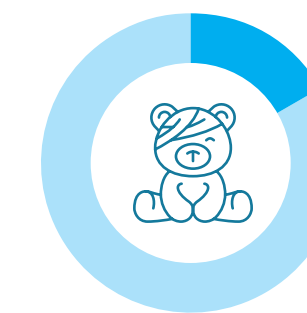
83.4%
Residents with access to regular primary care provider



7.9%
Diagnosed and treated with diabetes type I and type II



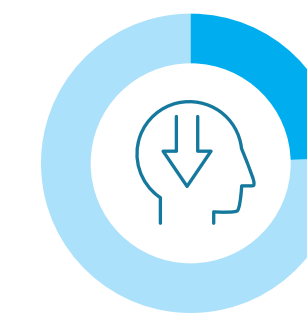
11.5%
Residents aged 75+ living in personal care home facilities



16.7%
Diagnosed and treated for asthma, amongst children age 5-19



4.9%
Residents who were admitted to an acute care hospital at least once in a fiscal year
(39,999)



24.7%
Diagnosed with mood & anxiety disorder
(142,171)



178,962

Residents who visited an emergency department or urgent care facility
(*excludes HSC & Children's Hospital)



18,418

Residents who received home care services
(*excludes individuals awaiting assessment)



8,021

Births among females age 15 to 45



248,592

Consultations to specialist or referral

SOURCE: 2019 COMMUNITY HEALTH ASSESSMENT & *2022 ANNUAL REPORT

OUR VISION FOR THE FUTURE

HEALTHY PEOPLE.
THRIVING
COMMUNITIES.
PARTNERS IN CARE.

Everything we do is in service of everyone achieving their full health potential. We want to not only improve the health of individuals, but the health of communities, and we want the people we work with and serve to have a meaningful stake in their care and the care of their community.



OUR MISSION

TO PROVIDE THE BEST
HEALTH CARE
TO EVERY PERSON
WE SERVE.

Together, we care by delivering compassionate, timely and quality health services where and when our patients, clients and residents need them.

OUR VALUES



COMPASSION

We listen first, and offer respect, kindness and empathy to find the best ways to help.



COLLABORATION

We work together from the start as diverse teams and communities to make better health and well-being possible for everyone.



INCLUSIVITY

We recognize, respect and learn from the unique needs and contributions of every person in our community.



ACCOUNTABILITY

We hold ourselves and others responsible for actions and results.



INTEGRITY

We demonstrate honesty and transparency in everything we say and do.



EQUITY

We work together to promote conditions and remove barriers so every person can achieve their full health potential.



COMMUNICATION & TRUST

Each of these values requires a foundation and the prioritization of communication and trust between the WRHA and its staff, patients, clients, residents, partners and community.



OUR AREAS OF FOCUS
FOR THE NEXT FIVE YEARS
ARE BASED ON WHAT
WE HEARD WAS MOST
IMPORTANT TO YOU.

TOGETHER, WE CARE.

OUR PRIORITIES & GOALS

OUR PRIORITIES

To help us achieve our vision of healthy people, thriving communities and partners while delivering on our mission of providing the best health care to every person we serve, we've defined our organizational values and areas of focus for 2023–2028 based on what we heard from you.

Our priorities are:

OUR TEAM

Invest in, listen to and empower every team member to achieve their best health and performance

OUR CARE

Consistently provide the highest quality care experience anywhere

OUR SYSTEM

Deliver an effective and efficient healthcare system today and for generations to come

FOR ALL

Support everyone we serve in achieving their full health and well-being potential



OUR TEAM

Our team is the foundation of the Winnipeg Health Region. An engaged and healthy workforce is essential to supporting healthy people and communities, and is a critical part of providing the best health services to everyone we care for.

ACTIONS

Health Human Resources are a concern across the province and provincial solutions are required to recruit and fill demands. We will continue to work with our provincial partners to implement solutions. In addition, to ensure our team is empowered to achieve their best health and performance, we will:



Enhance recruitment and retention approaches, promote staff wellness, create manageable workloads and invest in staff development and growth.

- Collect and act on staff feedback from Employee Opinion Survey and implement an Employee Experience Survey.



Create succession plans and a comprehensive leadership development program.



Build a respectful, inclusive, culturally safe, culturally sensitive and safe work environment.



OUR CARE

We continue to place our patients, clients and residents, our staff and our community at the centre of all we do. They deserve a strong, safe and responsive health system that empowers them to become advocates for their health and well-being, while fostering a collaborative approach to improving our health system.

TOGETHER, WE CARE.

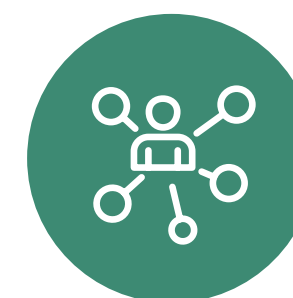
ACTIONS

To consistently provide the highest quality care experience, we will:



Deliver compassionate, person-centered health care that meaningfully engages patients, clients and residents as partners in care.

- Review and roll out an Essential Care Partner Policy
- Implement Patient Family Advisory Council best practices in all areas
- Build compassionate care skill development through Dignity in Care education



Innovate and deliver timely, coordinated care that is accessible for everyone.

- Support Shared Health to create an Electronic Health Record



Promote a culture of safety and continuous improvement throughout the organization

- Roll out tools to improve care provider communication and safe transfers, as well as reduce events or circumstances that resulted in unnecessary harm to our patients, clients and residents



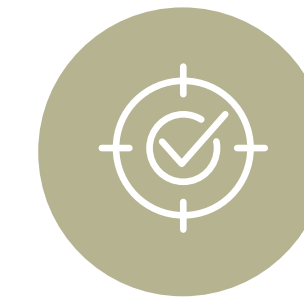
OUR SYSTEM

To deliver an effective and efficient health care system today and for generations to come, we must innovate and optimize our service delivery in collaboration with our partners, patients, clients, residents and the public. We will incorporate the goals outlined in the provincial Seniors Strategy and Mental Health and Addictions Strategy, and focus on strategies designed to increase access to health services and improve system flow.

TOGETHER, WE CARE.

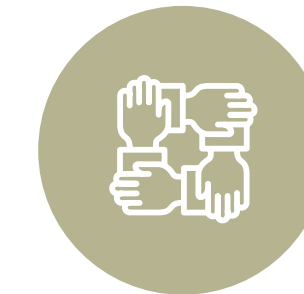
ACTIONS

To deliver an effective and efficient healthcare system, we will:



Ensure appropriate resources are in place to deliver services by optimizing service delivery to align with population needs and pandemic recovery efforts, to support improved health outcomes.

- Complete a review of staffing and bed availability to inform the realignment of resources
- Implement the provincial Seniors' Strategy
- Implement the [Manitoba Mental Health and Addictions Strategy](#)



Expand delivery of community based-care, invest in health promotion and maximize partnerships.

- Complete a review of all community health services, including primary care services
- Implement the Home and Community Modernization elements of Manitoba's Clinical Preventive Services Plan



Innovate for sustainability.

- Develop and implement a transparent decision-making process for allocating resources
- Complete the Facilities Master Capital Plan to rejuvenate and redevelop health care facilities
- Complete a review of leased spaces within the region and implement the recommendations
- Optimize supply contracts and implement clinical product standardization



FOR ALL

There are many people and communities who face barriers to accessing health services in our region, and we need to do more to better understand, anticipate and meet the needs of the diverse populations we serve. We will align our work with the Truth and Reconciliation Commission of Canada's Calls to Action, and deliver care in a manner that accounts for race, culture, age, language, gender identity, sexual orientation, ability, family status and religion or beliefs.

TOGETHER, WE CARE.

ACTIONS

To support everyone we service in achieving their full health and well-being potential, we will:



Work in partnership from the beginning with urban Indigenous-led organizations and in collaboration with First Nations, Métis and Inuit Peoples to provide access to culturally safe health services.

- This strategy is dependent on the creation of an Indigenous-led governance structure to co-develop an approach. Once that is created, specific strategies and performance measures will be developed



Address health inequities for those who experience barriers to health and health care.

- Signing Memorandums of Understanding for Healthier Communities in Winnipeg, Churchill, East and West St. Paul
- Establishing an equity leadership group to create a health equity plan
- Implement the French Language Services strategic plan



Strengthen communication with the public and build awareness of available services.

- Initiate media partnerships, and establish new ways of working together to promote health services
- Establish strategic communications framework to be co-led with community partners
- Establish an engagement approach that integrates experience programs for patients, clients, residents, the public and employees

INDIGENOUS HEALTH CO-DEVELOPMENT

THROUGHOUT THIS PROCESS, WE HAVE BEEN FOCUSED ON BUILDING RELATIONSHIPS WITH FIRST NATIONS, MÉTIS AND INUIT-LED ORGANIZATIONS AND COMMUNITIES, AND ENGAGING WITH THE WRHA INDIGENOUS HEALTH TEAM.

This strategic priority will be co-developed with First Nations, Métis and Inuit-led organizations and communities, as well as the WRHA Indigenous Health team. It will be completed in year one and will be implemented beginning in following years. This will include establishing a governance structure and use measures of progress identified collaboratively. This is part of the WRHA's commitment to meaningful reconciliation, to closing the gaps in equity of access, quality and health outcomes for Indigenous Peoples and addressing racism in our systems and care environments.



THROUGH PARTNERSHIP AND ENGAGEMENT WITH FIRST NATIONS, MÉTIS AND INUIT-LED ORGANIZATIONS AND COMMUNITIES, AS WELL AS THE WRHA INDIGENOUS HEALTH TEAM, WE WILL CO-DEVELOP A STRATEGY TO BUILD HEALTH SERVICES THAT BETTER SERVICE INDIGENOUS PEOPLES.

TOGETHER, WE CARE.

PUTTING THE PLAN INTO ACTION: OUR NEXT STEPS

WITH OUR MISSION, VISION AND VALUES ESTABLISHED, AND OUR STRATEGIC PRIORITIES AND GOALS SET, IT'S NOW TIME TO PUT THEM INTO ACTION.

PROVINCIAL HEALTH SYSTEM PERFORMANCE MEASURES



Emergency / Urgent Care Wait Times



Health Service Experience Ratings



Health Expenditures

Beginning in January 2023, we will work with our leadership teams, sites and programs to develop operational strategies and annual operating plans that support the Provincial and WRHA Key Performance Indicators, as well as set agreed upon targets for each. These outline site and program-specific priorities and goals, and define how they will be measured. This process will be repeated annually over the next five years, allowing us to clearly define our approach, evaluate our progress and ensure all of us across the region are working together effectively to put the strategic plan into action.

It's important to us that everyone with a stake in a healthier Winnipeg Health Region is able to follow that progress. In order to be accountable to you, we are in process of developing a new website that will include key measures of performance, as well as other information to keep you up-to-date on where we are in realizing the plan.

In addition to these updates, we'll continue the work we started when we developed this plan; we'll seek input from our partners, our patients, clients and residents, and all the groups who contributed to this plan to hear how they feel we are doing, and find more ways to work together to ensure our services meet their needs. As outlined in the plan, we will continue to have an open dialogue and work with Indigenous-led organizations from the beginning to establish a path forward to close gaps in health outcomes for Indigenous community members.

Together, we care; we want to change the way we do things, and this is an opportunity for us all to do just that. We look forward to working with you, our community, to achieve our mission of providing the best health care to every person we serve.

Questions or feedback about the current or new strategic plan can be directed to Client Relations, 204-926-7825, or ClientRelations@wrha.mb.ca.



Winnipeg Regional Health Authority | Office régional de la santé de Winnipeg