



Health Sciences Centre
FOUNDATION



The Extra Mile

A community goes above and beyond
Annual Report 2021/2022



Our Vision: Tomorrow's Health Care, Today

Our Mission: Inspiring generosity to create the best health care experience for all Manitobans

In partnership with over 56,000 donors since 1976, the Health Sciences Centre Foundation supports the important work of HSC Winnipeg, Manitoba's hospital.

Through the Health Sciences Centre Foundation, your gifts promote innovation and help to advance vital medical research; purchase state-of-the-art equipment to diagnose and treat patients; train the next generation of medical and research leaders; enhance HSC Winnipeg's facilities; and implement programs to enhance the patient and family experience.

As a Foundation, it is our role to inspire your generosity and earn your trust by building relationships with you, by sharing stories of excellence in research and patient care, and by connecting you with the projects and opportunities that matter most to you. Together, we make life better for patients and their families.

Health Sciences Centre Foundation

PW112-700 William Ave

Winnipeg, Manitoba R3E 0Z3

Phone: 204-515-5612

Toll-free: 1-800-679-8493

Fax: 204-813-0131

Email: info@hscfoundation.mb.ca

Charitable Registration #: 11895 5012 RR 0001 E

hscfoundation.mb.ca

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[linkedin.com/company/healthsciencescentrefoundation/](https://www.linkedin.com/company/healthsciencescentrefoundation/)

Editor: Stu Slayen

Associate Editor: Natasha Havrilenko

Contributors: Andrew Lysack, Heather Milne

Designer: Heather Kuryk

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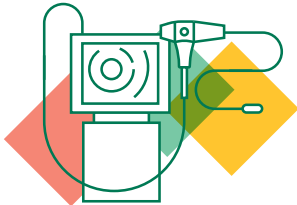
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HSC by the Numbers

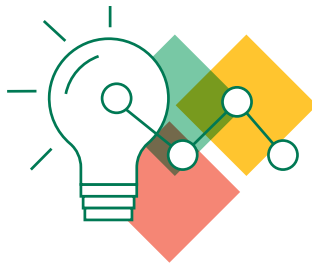
2021/2022



6,067 mothers delivered babies.



There were **9,337** endoscopy cases.



Through donor support, the HSC Foundation provided **\$4.5 million** to HSC in direct support of clinical projects and research.



The HSC Foundation awarded **over \$550,000** in research grants.



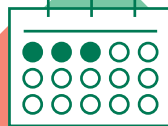
There were **54,093 visits** to the Emergency Department.



Since 1976, over **56,000** people have donated to the HSC Foundation, representing a cumulative gift total of **over \$225 million**.



There were **24,203 admissions** to the hospital.



The average inpatient length of stay was **3 days**.



12,614 surgeries were performed.



The number of people following the HSC Foundation's LinkedIn account grew last year by almost **45%**.

A message from our Chair and President & CEO

Saluting those who go the extra mile

Adapting. Responding. Reorganizing. Pivoting. Innovating. These were the defining words of COVID-19's toughest days at HSC. Our health care teams—and health care teams all over the world—were changing on the fly to provide patients with the best possible care in very uncertain times.



Tina Jones, O.M., and Jonathon Lyon

In this report you will see a few examples of how our medical teams and facility leaders made informed, thoughtful, and speedy decisions to meet the challenges of the global pandemic. From our virtual Board table and Foundation offices, we were astounded, impressed, and—we remain—ever so grateful.

We were also moved by the many corporate and individual donors who stepped forward with new gifts and bigger gifts in support of our COVID-19 Crisis Response Fund and other initiatives to improve care at HSC. We share a few examples of this exceptional generosity in this report, but please know that there were many, many more.

What our health care teams, donors, Board members, volunteers, and Foundation staff all share is the willingness and the capacity to go the extra mile when their community needs them. We salute and thank all of these people.

As an annual report, this document looks back at the fiscal year that ended on March 31, 2022—a year that saw the HSC Foundation provide HSC with \$4.5 million in direct support of clinical projects and leading-edge research.

So while we look back for the purposes of our annual reporting, it is even more important that we look ahead to the new challenges,

the new solutions, and the new opportunities to help HSC deliver tomorrow's health care, today.

Our \$100 million Operation Excellence campaign is well underway and designed to help HSC walk the next mile. Operation Excellence is the most significant initiative emanating from our strategic plan; it is a plan to revitalize and refocus HSC as a surgical centre of excellence and innovation. The plan is characterized by strategic facility renovations, and the acquisition of many new pieces of state-of-the-art, minimally invasive equipment. Through Operation Excellence, our goals are to eliminate diagnostic and surgical wait lists, achieve better patient outcomes, and produce tremendous efficiencies in Manitoba's health care system.

As Dr. Shawn Young, HSC's Chief Operating Officer, tells us later in this report, this next mile will be paved by "your generosity, your spirit of community, and your vision of a better future for health care."

We are grateful for your ongoing support, and we look forward to walking the next mile with you. ♦

"What our health care teams, donors, Board members, and Foundation staff all share is the willingness and the capacity to go the extra mile when their community needs them."

Tina Jones, O.M.
Board Chair

Jonathon Lyon
President & Chief Executive Officer

Back and Forth

Orthopedic unit overhauled twice during COVID

How do you cope and respond when your orthopedic unit switches to a COVID unit, virtually overnight?

“You just do,” says Anna-Marie Papiz, Manager of Patient Care. “We just had to make it happen.”

Papiz and her team of 50+ colleagues on GD2 were among the many frontline heroes at HSC who found ways to adapt practice and go the extra mile to provide the best care possible during the busiest days of COVID-19.

GD2 is where patients are treated before and after surgeries for back conditions, broken limbs, and other orthopedic injuries and illnesses.

Within just a couple of weeks of the first case of COVID-19 arriving in Manitoba in March 2020, GD2 converted from an orthopedic unit to a “COVID suspect” unit. Patients in the hospital who had COVID symptoms, regardless of their primary reason for being in hospital, were moved to GD2.

“Suddenly we were no longer a surgery unit, but a medicine unit,” says Papiz, a practising nurse with over 30 years of experience. “It was a learning curve because these patients had different needs.”

“We just had to make it happen.”

The unit was reduced from 30 beds to 15 to lessen the risk of virus transmission, and contacts with others in the hospital were limited. When supplies were needed, for example, GD2 personnel would form human chains to bring in supplies from a single location. “It was like sandbagging during a flood,” says Papiz.

By the summer of 2020, the unit reverted back to orthopedics with strict COVID protocols in place. In the fall, they switched yet again. This time, GD2 became a “COVID Red” unit, meaning they were treating patients with confirmed cases.

For Papiz, her colleagues, and health care workers everywhere, treating COVID patients—especially in those early months of the pandemic—was stressful, frightening, and challenging.

“You could be talking with a patient who seemed just fine and then an hour later they would be in serious distress and needing oxygen,” says Papiz. “We had to focus on providing the best care we could while keeping ourselves safe as well. We got through it because we supported each other.”



Anna-Marie Papiz: “We had to focus on providing the best care we could while keeping ourselves safe as well.”

Papiz also credits the unit’s performance to a shift to what is known as a “teams model of care”, a model adopted by many health care facilities in response to the challenges posed by the pandemic. In simple terms, a “teams model” means that people would perform tasks outside of their usual duties, but still within their scope of practice and training. For example, health care aides would take vital signs when needed, and physiotherapists would be called upon to take care of admissions and discharges. This approach ensured that patients’ needs could continue to be met safely when people had to miss work due to illness.

“We would do team huddles four times a day to make sure everybody knew what their tasks were,” she says, adding that she and her colleagues are writing a journal paper about their experience with the teams model in the hope that other hospitals might benefit.

As she reflects on those busy and stressful days, Papiz remembers the “wins”, like how her colleagues came together, how challenges were overcome, and those special moments when staff could create some positive moments for patients by connecting them with their loved ones with tablets funded by donors to the HSC Foundation. “The tablets were a morale booster for everyone,” says Papiz.

In 2021, GD2 became an orthopedic unit again, with important lessons learned for the delivery of health care going forward. ◇



Members of the GD2 team: “We would do team huddles four times a day to make sure everybody knew what their tasks were,” says Anna-Marie Papiz.

Year at a Glance: 2021/2022

The 2021/2022 fiscal year was full of uncertainty as COVID-19 continued to have an impact on the health care system and on life in Manitoba, and indeed everywhere. While the year was marked by obstacles, it wasn't ruled by obstacles. Thanks to you, our donors, we were unwavering in pursuing our vision—tomorrow's health care, today.

Here are a few highlights:



The COVID-19 Crisis Response Fund supported frontline personnel

We invested over **\$800,000** to help HSC Winnipeg continue to battle COVID-19. Total support for the hospital's COVID-19 response is now over **\$2.5 million**. As variants emerged, and with your support, we rallied to protect and support frontline health care workers and the patients in their care. Your continued support of the HSC Foundation COVID-19 Crisis Response Fund allowed us to provide specific, timely, and essential equipment, including: high-flow nasal cannula machines to keep patients off of ventilators for as long as possible; ultrasound machines for vital procedures and patient evaluations; equipment to support HSC's Virtual COVID-19 Outpatient Program, and much more. To learn more, visit: <https://www.hscfoundation.mb.ca/covid-19-fund-impact/>.



Our two annual lotteries—the Tri-Hospital Dream Lottery (**spring/summer 2021**), in partnership with the Children's Hospital Foundation of Manitoba and St. Boniface Hospital Foundation; and the HSC Millionaire Lottery (**fall 2021**)—both sold out, resulting in over \$4.3 million in net revenue to support patient care initiatives.



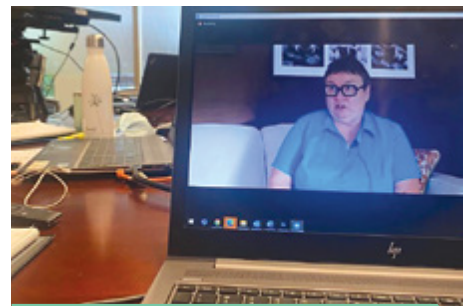
HSC urologist Dr. Jeff Saranchuk

In November 2021, we reached our **\$8.4 million campaign goal** to establish the Manitoba Urologic Centre. The world-class centre will provide timely, leading-edge care for up to 10,000 Manitobans per year, shortening wait times and improving patient outcomes.



Grant recipient Dr. Shay-Lee Bolton

In the early fall, the HSC Foundation awarded over \$550,000 in grants, thereby helping fund 11 innovative research projects. Research is key to deepening our understanding of health matters, and these grants are one of many ways donors help deliver tomorrow's health care, today. See page 13 for more information.



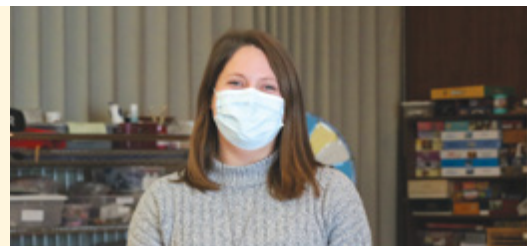
Former patient Lin Conover shares her story

On **October 6, 2021**, we hosted a virtual HSC Foundation Donor Update event, where our donors heard from Dr. Faisal Siddiqui, Medical Director of the Surgical Intensive Care Unit at HSC; Lin Conover, an HSC staff member and former HSC COVID patient whose life was saved by the Virtual COVID-19 Outpatient Program that was supported by our donors; and learned about current needs at HSC—Manitoba's hospital.

On **October 17, 2021**, we were thrilled to host our fourth annual Bannatyne Legacy Circle Celebration by producing our second BLCC radio program on CJNU 93.7 FM. We heard the stories of five Manitobans who made a public commitment to support the HSC Foundation through their estates. *See page 16 to learn more and to read excerpts from our new members' legacy stories.*

Bannatyne LEGACY CIRCLE

On **Giving Tuesday on November 30, 2021**, **\$12,000 was raised** to outfit the RR5 Specialty Adult Rehab Inpatient Unit with a sport wheelchair, hand cycles, book stands, and other pieces of equipment that will help people who have suffered spinal cord injuries, endured amputations, and have been diagnosed with neuromuscular disorders.

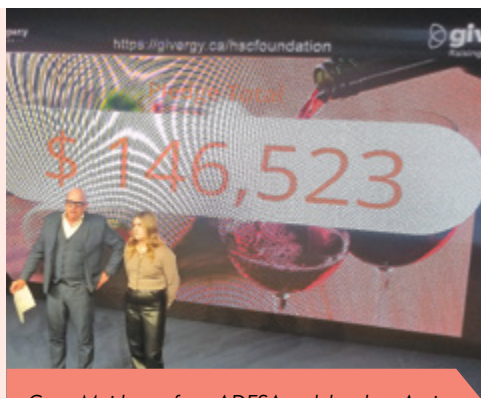


HSC recreation therapist Taylor Owens

Our 16th annual Innovation HSC Radiothon, presented by Maric Homes, took place on **January 21, 2022**. By day's end, listeners were moved to support HSC with **\$211,933** in funding to enable the HSC Foundation to improve patient care through important research initiatives, the acquisition of cutting-edge medical equipment, and the development of new state-of-the-art facilities. *See page 24 for more details.*

We continued to advance the work of the strategic plan we adopted in September 2020. With a focus on establishing HSC as a surgical centre of excellence and innovation, leading in virtual care, and creating a new vision for health research, the plan drove many of our activities and will continue to do so for the near future. This once-in-a-generation opportunity to elevate health care at HSC, and the entire health care system, is aimed at ending the overwhelming surgical and diagnostic testing wait list and creating the conditions for sustainable surgical excellence for all time. The six-year, \$100 million plan, called Operation Excellence, will transform health care for all Manitobans and create the conditions for HSC to embrace new surgical technologies and practices as they emerge. *Learn more at [OperationExcellence.ca](https://www.operationexcellence.ca).*

As always, Savour: Wine & Food Experience, presented by Jones & Company Wine Merchants, delivered an unforgettable evening. On **February 26, 2022**, Savour united hundreds in celebration and common cause, raising over **\$630,000** to advance patient care at HSC. *Learn more on page 24.*



Gregg Maidment from ADESA and daughter Amira lead the Fund-A-Need Auction at Savour

BUNCHES OF Love

BUY FLOWERS & SUPPORT
WOMEN'S HEALTH



Third-Party Events and Initiatives

Each and every year, the HSC Foundation is the beneficiary of funds generated by special events and initiatives launched and coordinated by businesses, community organizations, and individuals. This year, we shine a light on the Bunches of Love Campaign run by our friends at Save-On-Foods in May 2021. Through the sales of bouquets from May 5 to 11, Save-On-Foods supported women's health initiatives across Canada, including HSC Women's Hospital in Manitoba. Thank you, Save-On-Foods!

Flipping a Switch

Responding to the challenges of COVID-19 at HSC

Like thousands of other staff and visitors to HSC during COVID's earliest days, Terry Skipper received a face mask with the HSC Foundation logo on it. He never opened it; he never will.

"I will keep that mask as a reminder of that remarkable time and experience in health care," says Skipper, a former member of HSC's now-disbanded 12-member 'COVID incident command' team. "It was a stressful time, but when I look back, I will remember the partnerships and the camaraderie. We worked long days with our colleagues—online and in person. It was like a family."

"Incident command"—more fully known in health care as the "hospital incident command system"—is a recognized decision-making and management framework for hospitals to deal with emergencies effectively and quickly. Normal decision-making protocols are set aside, internal communication intensifies, and new systems are enacted for prioritizing tasks.

"Incident command is designed as a short-term measure to help a hospital be more responsive to urgent situations," explains Craig Doerksen, Executive Director, Capital and Facilities Management at HSC.

Doerksen explains that incident command usually lasts for a few hours or a few days. It was implemented at HSC during the 1997 flood, a carbon monoxide scare at a Winnipeg daycare in 2011, and a 2013 fire at the hospital during construction of a new building, among other incidents. Each time, the protocol lasted for a short period with an end date in sight.

"With COVID, we couldn't predict for how long we would need to be under incident command," he says. "By the time it was lifted in March 2022, it had been over 700 days."



A day surgery unit was converted to create more spaces for patients requiring intensive care.

Signage throughout the hospital reminded personnel of protocols to keep staff and patients safe.

Doerksen compares the March 2020 transition to a COVID mindset at HSC to "flipping a switch".

"Virtually overnight we had to put new systems in place," he says.

The first challenge was developing ways to keep COVID out of the hospital to the extent possible. A screening protocol at all 50 HSC entrances was put in place starting March 12, the day Manitoba's first case was announced. This required reducing the number of entrances and putting screening staff and appropriate signage at all entrances to direct the public and staff.

"Next, we had to figure out how we would free up extra capacity in the hospital should we see large influxes of patients," says Doerksen. "We were watching horror stories unfold in Italy and New York, so we needed to make quick decisions about how we would best use hospital space should we see similar case counts here."

Finally, says Doerksen, HSC needed protocols for the use of personal protective equipment, sanitation plans, and ways to improve ventilation—all before scientists truly understood how the virus was transmitted. Getting supplies was difficult at times, and sometimes Doerksen and his colleagues had to come up with less-than-perfect—but still effective—solutions to challenges.



Spaces were emptied and scrubbed between influxes of patients to help reduce the transmission of the coronavirus.

Hallways were often full of furniture so that rooms could be completely scrubbed and sanitized between patients.



“Sometimes we MacGyvered; sometimes we MacGrubered,” says Doerksen in playful reference to the iconic and inventive television character and the subsequent parody. “We had to think outside of the box to provide effective care.”

As one example, Doerksen talked about the challenge of improving ventilation for a room that was going to house COVID-positive patients. “That particular space didn’t have the right ventilation and we wouldn’t have been able to install new ventilation in time,” says Doerksen. “So, we surrounded the area with thick hanging plastic. We called local contractors and got our hands on as many air purifiers with HEPA filters as we could. We tested the positioning of the filters by blowing smoke in the air and measuring how much got captured, and moving the machines around until we found optimal places. In essence, we were able to create isolated spaces to protect staff and patients quite effectively.”

“With COVID, we couldn’t predict for how long we would need to be under incident command,” he says. “By the time it was lifted in March 2022, it had been over 700 days.”

Decisions like that were made quickly. The incident command team would meet frequently—including evenings, weekends, and holidays—to figure out the next moves as the situation changed rapidly. They shared information with other hospitals, and Doerksen stayed connected to hospital engineers around the world to determine what could work best at HSC.

“We recorded and monitored all of the decisions and tasks in an ‘incident action tracker,’” says Jeff Martin, another former member of the incident command team. “By the end of the incident command structure, we tracked about 500 tasks and probably about 3,000 sub-tasks.”

“It was a busy time, but we got through it because we looked after each other,” says Doerksen. “When we asked someone ‘how are you doing?’, we meant it and we listened to the answer. We tried to boost each other’s morale—and the meals funded by HSC Foundation donors were a huge part of that. I know it sounds cliché, but we have all been in this together.”

Supplies Snapshot

Regular internal reporting on supplies, admissions, and other metrics was a hallmark of HSC’s pandemic response. Here is an example of supply statistics shared in February 2021:

Gowns:

Wave 1 (March–June 2020) – 70% increase

Wave 2 (November 2020–January 2021) – 109% increase

2019 total: 1,268,201

2020 total: 2,012,172

Gloves:

757 boxes per day

Protective eye wear:

3,320 per day

Hand sanitizer:

About 158 different bottles/refills per day

Donors Stepping Up

Raising the bar in community support

During the most intense days of the COVID-19 pandemic, and continuing through to today, HSC Foundation donors found ways to do more for patients and frontline health care workers at HSC—Manitoba’s hospital. Numerous businesses, foundations, and individual donors found ways to contribute in new and impressive ways, and hundreds of Manitobans made first-time gifts. Below, we highlight just a few of the donors who have gone the extra mile for their fellow Manitobans. We are grateful for the support of all of our donors.

Paterson Family Foundation

Increased support for mental health care



Andrew Paterson, President and CEO of Paterson GlobalFoods Inc.: “COVID didn’t just have an effect on people’s bodies, it had an effect on people’s minds.”

When the late Senator Norman McLeod Paterson incorporated the Paterson Family Foundation in 1970, his vision was clear. The Foundation was to fund mainly health and social welfare initiatives that could have a timely and substantial impact.

Today, the Foundation is led by Senator Paterson’s grandson Andrew Paterson, President and CEO of Paterson GlobalFoods Inc. The vision of funding high-impact projects in the health and social welfare sectors remains intact.

“We want our dollars to be used immediately, not held in an annuity,” says Paterson.

The COVID-19 pandemic provided no shortage of opportunities for donors to have an immediate impact. The Paterson Family Foundation increased its health care funding from Alberta to Ontario during COVID, including a tripling of its support to the HSC Foundation.

Funds from the Paterson Family Foundation were used to support mental health care at HSC. Specifically, the funds were used to create a web portal for patients to access cognitive behavioural therapy services and a mindfulness program to support the treatment of certain mental health conditions. The technology helped to reduce wait times and helped make virtual care more available at a time when hospital access was limited by the pandemic.

“COVID didn’t just have an effect on people’s bodies, it had an effect on people’s minds—and some of the effects might be long term,” says Paterson about his foundation’s support for mental health care at HSC. “Many people have stepped forward during this time to address the issue of COVID and mental health. I am pleased that there are so many people in Western Canada who responded to the emergency with compassion.”

Merle Balsillie

A first-time gift



Merle Balsillie: “It was a win-win situation in my mind.”

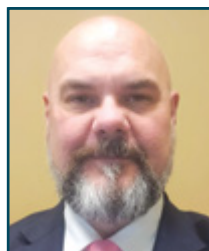
When quarry manager Merle Balsillie saw the stress faced by frontline health care workers during the most intense days of COVID-19, she decided to join other Manitobans in making a rock-solid commitment to the HSC Foundation.

She took note of the HSC Foundation’s COVID-19 Crisis Response Fund and was inspired by the generosity of donors who funded Feeding the Frontlines, an initiative designed to provide restaurant meals to hospital personnel during their long and stressful days.

“It was so amazing to see how many people stepped up. It was a big positive during such a dark time, and I wanted to do my part,” says Balsillie, who lives and works in the Rural Municipality of Rockwood.

Arbor Memorial Foundation

“A pretty easy decision”



Perry Curtis, Funeral Home Manager at Chapel Lawn Funeral Home: “We thought this is where our giving would be of benefit to the greatest number of people.”

The Arbor Memorial Foundation—the philanthropic arm of Arbor Memorial Inc.—saw the needs at HSC during the earliest days of the pandemic and responded with a generous gift to the HSC Foundation’s COVID-19 Crisis Response Fund.

That gift was followed shortly thereafter by support of the 2021 Innovation HSC Radiothon, and then a second gift to the COVID-19 Crisis Response Fund, a second partnership with the Innovation HSC Radiothon, and a generous donation to Savour: Wine & Food Experience. Five commitments in a very short period of time.

“There was a feeling during COVID that we needed to do something that was focused on the broader community,” says Perry Curtis, Funeral Home Manager at Chapel Lawn Funeral Home, a member of the Arbor Memorial family. “We felt really confident about the Health Sciences Centre Foundation and Health Sciences Centre. The hospital plays such a huge role in the physical and mental health of people throughout Manitoba. We thought this is where our giving would be of benefit to the greatest number of people. It was a pretty easy decision.”

The Arbor Memorial Foundation is driven in large part by staff fundraising, typically matched by the company. Arbor employees are able to request financial support for the communities where they live and work. There are roughly 2,800 Arbor employees across Canada working at the company’s 98 funeral homes, 40 cemeteries, and 22 crematoria.

“Health Sciences Centre is so central to our health care system,” adds Curtis. “HSC helps everybody in Manitoba.”

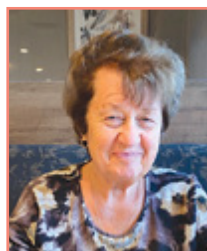
“Our frontline health care workers were taking care of very sick people and putting themselves at the risk of infection. It was nice to be able to step in and show support for them.”

Specifically, through her first-ever gift to the HSC Foundation, Balsillie arranged for meals to be provided to HSC personnel from Four Crowns Inn on McPhillips Street in Winnipeg. The owner of the restaurant, Ravi Ramberran, is a good friend of Balsillie and was supportive of the initiative.

“It was a win-win situation in my mind,” says Balsillie. “Ravi likes to support the community, and I was able to help a local small business

Joan Gohl

“HSC is for all Manitobans”



Joan Gohl: “It’s not an enormous amount, but I know that every little bit helps.”

For Joan Gohl of Flin Flon, Manitoba, going the extra mile is second nature. The retired postal worker is eager to support organizations to the best of her ability when important needs arise. In the past year, the HSC Foundation was the beneficiary of her generosity on more than one occasion.

“It’s not an enormous amount, but I know that every little bit helps,” says Gohl of her philanthropy. “Like my dad always said, look after the nickels and the dimes and the dollars will look after themselves.”

Gohl is a monthly donor to the Foundation, but when COVID-19 struck the province and the Foundation established the COVID-19 Crisis Response Fund, Gohl felt she needed to make an extra gift. She was particularly moved by the Foundation’s efforts to acquire tablets so patients could communicate with their loved ones when in-person visits were prohibited.

She also dug deep again to support the acquisition of an ocular coherence tomograph (OCT) machine, which is used to support the early diagnosis of multiple sclerosis (MS) through analysis of the optic nerve.

“I know someone with a disease related to MS, so the subject is near and dear to me,” says Gohl. “I know that if MS can be detected early, doctors can better tailor treatments for individual patients.”

Whether through her monthly giving, her support of the COVID fund, or the acquisition of an OCT machine, Gohl recognizes that as someone who lives far from Winnipeg, her gifts are especially important.

“A place the size of Flin Flon obviously can’t have the same services as HSC in Winnipeg,” says Gohl. “My late husband, other family members, and I have had to travel to Winnipeg for care over the years. HSC is for all Manitobans.”

at a time when restaurants were struggling. And I was able to do my part through the HSC Foundation to say thank you to all the frontline health care workers at HSC.”

The initiative was well received and noted on social media.

“It was heartwarming to see the response from health care workers and to hear the positive feedback,” said Balsillie. “This was my first donation to the HSC Foundation, but I expect I will be giving again.”

Opportunity through Crisis

COVID adaptations shine a light on the future of care in mental health

Within just three weeks of Manitoba's first reported case of COVID-19 in March 2020, HSC psychiatrist Jennifer Hensel led the team at Crisis Response Services through the implementation of a variety of virtual solutions to help patients experiencing a mental health crisis get the care they needed from the comfort and safety of their own homes.

"The timeline was amazing," says Dr. James Bolton, Medical Director of Shared Health's Crisis Response Services. "Jennifer had been leading some virtual care work in Ontario and in Manitoba, but COVID-19 really accelerated the effort. We knew that our population was going to be particularly vulnerable to the effects of social isolation."

Aside from virtual outpatient visits—which are now increasingly commonplace across health care—one of the first innovations was the adaptation of virtual care to emergency care settings. Crisis services are in place for patients who need immediate, emergency psychiatric help. They could be suicidal or experiencing very acute psychotic episodes related to schizophrenia or major mood disorders.

"Instead of coming into the building where there would be a risk of COVID transmission, patients could call us from home. That would initiate a full in-depth crisis assessment by video or phone," explains Dr. Hensel. Those patients who were assessed to need a higher level of care or observation were advised to come to the hospital; the majority were stabilized through virtual interventions.

The feedback from patients and their families was positive. "A hospital building can actually be quite traumatic and triggering for some patients with mental health challenges," she says.

The feedback was similarly positive when Dr. Hensel and her colleagues moved psychotherapy groups from rooms to Zooms. "People attend these groups to learn skills for coping with mental health difficulties like depression, anxiety, and difficult emotions," says Dr. Hensel. "We have 30 to 40 people attending those. We



Dr. James Bolton: "...this hybrid model we have built is serving a number of needs."



Dr. Jennifer Hensel: "...we devised a way to provide daily psychiatric support to people who would have otherwise been admitted to hospital."

quickly made those virtual, which was novel at the time but has now become pretty common practice."

But perhaps the greatest area of innovation—the adaptation that required the most effort to organize—was the virtual ward program, which Dr. Hensel and her colleagues based on the concept of "hospital at home".

"I think this was the most impactful and the most novel thing we did," says Dr. Hensel. "We needed to close down beds because of the pandemic, so we devised a way to provide daily psychiatric support to people who would have otherwise been admitted to hospital. Patients had access to us after hours. We involved families and other supports as much as possible in the care because they were our eyes on the individual in the home environment. We worked with pharmacies to coordinate prescriptions and did everything else we could to provide high-quality care."

But perhaps the greatest area of innovation—the adaption that required the most effort to organize—was the virtual ward program, which Dr. Hensel and her colleagues based on the concept of "hospital at home".

The patient and family feedback was largely positive—not an unexpected outcome given the growing body of literature on the subject—and the potential for the permanent use of virtual wards for some patients is significant. Rural patients in particular stand to benefit from this approach.

"Hospitalization is kind of a mixed thing. It is definitely essential for certain people who are really quite sick and struggling," says Dr. Bolton. "But on the other hand, it's not a fully benign process. It can be scary or traumatic for some people. And so this hybrid model we have built is serving a number of needs. Seeing the benefits of virtual care and the potential of this model of care is truly exciting. There is a wonderful opportunity in front of us." ♦

Research Grants

In the fall of 2021, the Health Sciences Centre Foundation provided researchers with over \$550,000 in grants, helping fund 11 projects at HSC, Manitoba's hospital. This research has the power to transform patient care by enhancing the knowledge of our medical teams—ultimately leading to better diagnoses and treatment methods.

Funded projects include:

Allied Health Grants

Dr. Diana Sanchez-Ramirez: Pulmonary rehabilitation post COVID-19: A pilot study (\$22,428.41)

Pramila Maharjan: Development and pilot-testing of tools and processes to improve the pediatric cast removal experience (\$15,624.34)

General Operating Grants

Dr. Britt Drögemöller: Harnessing genomic data to guide the development of personalized treatments to prevent the neurotoxic effects of chemotherapy (\$70,000)

Dr. Pingzhao Hu; Dr. Liam O'Neil; Dr. Carol Hitchon: Development of a clinically driven interpretable artificial intelligence tool for detecting early joint damage in patients with recent onset inflammatory arthritis (\$70,000)

Dr. Biniam Kidane: Reducing inflammatory post-operative complications after lung surgery: validation with a porcine model (\$69,944)

Dr. Shay-Lee Bolton: An evaluation of mental health treatment during a pandemic: a cohort study (\$69,885)

Dr. Christy Pylypjuk; Dr. Jennifer Yamamoto: The burden of neonatal hypoglycemia amongst babies born to mothers with diabetes: a birth-cohort study (\$70,000)

RESEARCHER SPOTLIGHT: Dr. Britt Drögemöller

A hopeful tune in preventing hearing loss for cancer patients



Dr. Britt Drögemöller's pilot study aims to use genetic information to predict who is going to experience hearing loss during chemotherapy.

Dr. Britt Drögemöller has been working to understand why certain people experience hearing loss after chemotherapy treatments, whether their genes play a role, and what can be done to combat this adverse effect. As Dr. Drögemöller puts it, “things are going very well,” and she is hopeful of what is to come.

Her team has been able to develop a genetic score—a model that determines if an individual will develop certain side effects—and has found that it is predictive of hearing loss.


This led Dr. Drögemöller to collaborate with St. Jude Children's Research Hospital, which has eight clinics across the United States, to focus on children's cancer. The collaboration, along with her role as the Head of the Cancer Pharmacogenomics Special Interest Group in the Pharmacogenomics Global Research Network, will allow Dr. Drögemöller to test her genetic score on independent groups of patients.

The recently released database, “Gene Expression Analysis Resource”, has also allowed Dr. Drögemöller to build on her study's approaches by using publicly available single cell sequencing data.

Also, the U.S. Food and Drug Administration recently approved a drug to use alongside chemotherapy drugs, which has been shown to reduce hearing loss by about 50 percent. Dr. Drögemöller's study will help determine which patients should receive the additional protective agent.

There is still a lot of work to be done to verify the results, “but with everything we have done, we have more ideas that we want to build on,” says Dr. Drögemöller, who hopes to use a further study to verify the results of her current one.

“In a perfect world, we could investigate genetic information for each patient, predict who is at high risk, and create tailored treatments to prevent the occurrence of these side effects without reducing the effectiveness of cancer treatments,” she says.

Dr. Drögemöller's study wouldn't be possible without supporters like you. The HSC Foundation extends a special thank you to our Honourary Directors who provided support for Dr. Drögemöller's grant. 

Financial Statements

HEALTH SCIENCES CENTRE FOUNDATION INC.

Statement of Financial Position

| As at March 31 | 2022 | 2021 |
|--|----------------------|----------------------|
| Assets | | |
| Cash and bank | \$ 9,550,647 | \$ 5,162,420 |
| Accounts receivable | 153,652 | 223,963 |
| Prepaid expenses | 53,188 | 50,745 |
| Investments | 53,360,458 | 49,610,652 |
| Capital assets | 6,494,135 | 6,774,779 |
| | \$ 69,612,080 | \$ 61,822,559 |
| Liabilities and Fund Balances | | |
| Liabilities | | |
| Accounts payable and accrued liabilities | \$ 774,535 | \$ 738,448 |
| Grants payable | 303,190 | 296,300 |
| | 1,077,725 | 1,034,748 |
| Fund Balances | | |
| General Fund | 299,328 | - |
| Restricted | 40,531,878 | 36,384,255 |
| Endowment | 27,703,149 | 24,403,556 |
| | 68,534,355 | 60,787,811 |
| | \$ 69,612,080 | \$ 61,822,559 |

Approved by the Board of Directors:



Tina Jones, O.M.

Chair of the Board of Directors



Andrew Stibbard, CPA, CA

Chair, Finance & Audit Committee



HEALTH SCIENCES CENTRE FOUNDATION INC.

Statement of Operations and Changes in Fund Balances

For the year ended March 31

| | General Fund | Restricted Fund | Endowment Fund | 2022 Total | 2021 Total |
|---|-----------------|--------------------|-------------------|---------------|---------------|
| Revenue | | | | | |
| Donations | \$ 507,727 | \$ 4,827,000 | \$ 2,787,118 | \$ 8,121,845 | \$ 6,110,519 |
| Events | 593,831 | 185,543 | - | 779,374 | 648,188 |
| Lotteries | 9,398,718 | - | - | 9,398,718 | 9,259,777 |
| Other revenue, net | 190,650 | 15,000 | - | 205,650 | 74,888 |
| Investment income | 885,858 | 811,719 | 512,475 | 2,210,052 | 7,603,240 |
| | 11,576,784 | 5,839,262 | 3,299,593 | 20,715,639 | 23,696,612 |
| Expenses | | | | | |
| Fundraising | 928,762 | - | - | 928,762 | 801,721 |
| Events | 356,824 | - | - | 356,824 | 354,687 |
| Lotteries | 4,340,945 | - | - | 4,340,945 | 4,466,407 |
| Administration | 1,793,510 | - | - | 1,793,510 | 1,410,457 |
| Amortization | 113,742 | 190,071 | - | 303,813 | 303,813 |
| | 7,533,783 | 190,071 | - | 7,723,854 | 7,337,085 |
| Excess of revenue over expenses before grants and distribution | 4,043,001 | 5,649,191 | 3,299,593 | 12,991,785 | 16,359,527 |
| Grants | (786,266) | (3,701,568) | - | (4,487,834) | (5,052,939) |
| Distribution to Children's Hospital Foundation of Manitoba | (757,407) | - | - | (757,407) | (679,014) |
| Excess of revenue over expenses for the year | 2,499,328 | 1,947,623 | 3,299,593 | 7,746,544 | 10,627,574 |
| Fund balances, beginning of year | - | 36,384,255 | 24,403,556 | 60,787,811 | 50,160,237 |
| Interfund transfer | (2,200,000) | 2,200,000 | - | - | - |
| Fund balances, end of year | \$ 299,328 | \$40,531,878 | \$27,703,149 | \$68,534,355 | \$60,787,811 |

For further details, please refer to the HSC Foundation's audited financial statements on our website.
The HSC Foundation's audited financial statements are reported on by BDO Canada LLP.

Bannatyne Legacy Circle

Celebrating values, passion, and foresight

With COVID-19 making it difficult to bring people together physically in the fall of 2021, the HSC Foundation again turned to our friends at CJNU Nostalgia Radio to help us share the stories of our new Bannatyne Legacy Circle members.

On October 17, 2021, audiences in Manitoba and beyond tuned in to the Bannatyne Legacy Circle Celebration for fascinating interviews with our legacy donors, hospital and Foundation leaders, medical personnel, and researchers. Through these important conversations, listeners were again reminded of the power of legacy giving and all forms of philanthropy to make a difference at HSC—Manitoba's hospital.

The 2021 HSC Foundation Bannatyne Legacy Circle Celebration was presented by Johnston Group Inc. in partnership with Canad Inns, with additional support from CJNU 93.7 FM, BelleFosh Signs, and Outstanding Branding.

Interested in becoming a member of the Bannatyne Legacy Circle?

Becoming a member involves naming the HSC Foundation in your will or naming the Foundation as the beneficiary of an asset you currently hold. Your commitment will be celebrated publicly, and a story will be written about you and your connection to the HSC Foundation and HSC. This story, approved by you, will be professionally written and presented to you in a special keepsake folder. Thanks to the support of our Bannatyne Legacy Circle members, we can advance vital medical research and continue to provide the absolute best in patient care to Manitobans for years to come. ◇

Meet the generous Manitobans who shared their stories and joined the Bannatyne Legacy Circle in 2021. Here are excerpts from their stories. To read these and other Bannatyne Legacy Circle Stories in their entirety, please visit <https://www.hscfoundation.mb.ca/impact/stories/legacy/>.

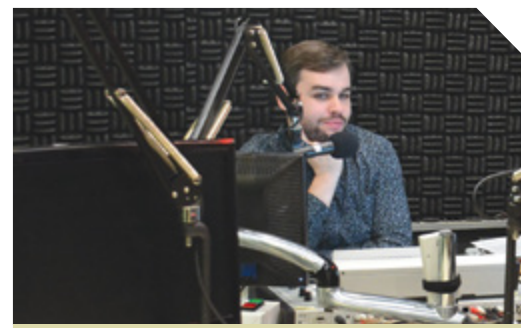


As for his commitment to leave a legacy gift to the HSC Foundation, Williams sees it as yet another opportunity to give back to the community and hopes that his decision will inspire others to support the Foundation with donations and legacy gift commitments.

Heather (his wife) is a former nurse with weekly volunteer experience on the children's cancer ward. Dinner conversations would be about the heartbreak and grief of working with very ill children. But she also spoke with joy of the patients who rallied, the good news stories, the patients who were surrounded by loving families, and the dedicated staff. This gave her hope, and gave Williams an important lens on the health care system.

We have been very fortunate to have a successful living in Winnipeg. This is an opportunity to give back. The Bannatyne Legacy Circle "is a chance to do something meaningful in support of health care," says Williams. "Legacy gifts are a great idea and a great way to make a difference for the long term."

From Bob Williams' legacy story, published October 2021



CJNU Station Manager Adam Glynn conducting an interview at the station's studio in the Richardson Centre Concourse. The HSC Foundation extends its heartfelt gratitude to Glynn, Chris Stevens, and the entire CJNU team for helping us celebrate the Bannatyne Legacy Circle two years in a row—in a grand and special way—when we couldn't gather in person.



In 2021/2022, we received estate gifts from generous supporters of the HSC Foundation who, sadly, passed away during the year. We are grateful for their vision and foresight, and we recognize them as members of the Bannatyne Legacy Circle. Their promises have been fulfilled, and we celebrate their legacy.

We honour the memories of:

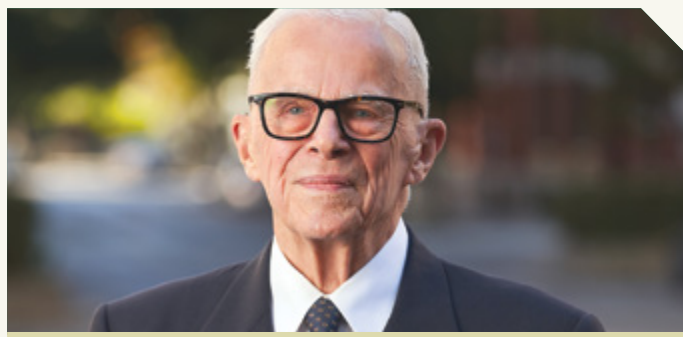
Kathryn Elaine Alexander
Joseph Frank Gall
Florence Clara Gould
Leonard Rudolf Kowalik
Jack S. Lightcap
Manly Norman Spigelman
Anne Stewart



Another thing Dr. Juliette E. (Archie) and Dr. John Cooper don't take for granted is Archie's long, ongoing relationship with the University of Manitoba. When she came to Winnipeg after earning a diploma in Physical and Occupational Therapy from the University of Toronto, the University of Manitoba invited her to deliver a few lectures on pediatric psychiatry to occupational therapy students. Turns out she enjoyed the teaching (and was pretty good at it!), so she continued to teach while earning her Bachelor of Occupational Therapy degree. Through her course work, she became fascinated by human anatomy, ultimately earning her Master's degree and, at the age of 45, her PhD. She retired in 2005, but grew bored very quickly. She came back to teach a couple of courses at the university. Before too long, she received a surprising phone call asking her to serve as the Interim Dean at the Faculty of Music. Upon hearing that news, John rolled off the couch, laughing: "That's the silliest thing I've ever heard," said John to Archie at the time. "You can't play a single instrument (aside from an occasional attempt at the accordion that still sits in the Cooper attic). How can you possibly do this?"

From Dr. Juliette E. (Archie) Cooper and Dr. John Cooper's legacy story, published October 2021

The HSC Foundation extends condolences to the Cooper family on the passing of Dr. John Cooper in March 2022.



While receiving care from pediatrician Dr. Gordon Chown for Celiac disease, young Paul decided that he, too, wanted to become a doctor in order to help others. And while pediatric medicine was his initial inspiration, it was through hematology, the study of blood disorders, that Dr. Paul Galbraith made his mark over a long and storied career. Passionate about science and medicine, Dr. Galbraith has long understood the role that philanthropy can play in improving the health care system and supporting vital research.

"I've always thought that HSC needs to be the leader in care, in research, and in innovation," says Dr. Galbraith, who is an annual donor to the HSC Foundation. "I want the centre to thrive and succeed."

Dr. Galbraith spent most of his career at HSC. He began with a short stint in 1961 at Baylor University before returning to HSC in 1965 and staying until his retirement in 2004. He served as a member of the HSC Board; as Secretary, Vice-Chairman, and Chair of HSC's Medical Executive Committee; and as Chair of HSC's Credentials Committee. He also published a number of peer-reviewed papers that advanced the practice of hematology. He was recognized for his teaching skills at the University of Manitoba, where he taught for over 30 years.

From Dr. Paul Galbraith's legacy story, published October 2021



Mason was born in 1956, raised on the family farm, and attended school in Kingsley, La Rivière, and Manitou. After high school and throughout his adult life, he worked on the family farm and took on a variety of other jobs throughout his career, including stints with Holiday Mountain, Kimberly-Clark, Manitoba Hydro, at an abattoir, and working on a pipeline. For recreation over the years, before retiring and turning his attention to the museum, Mason was an avid golfer and curler. He remains active in his church, citing his Christian faith as a source of his generosity and his values. Among his church duties, he used to record his minister's sermons through the local cable station.


"I've learned through scripture that it is better to give than to receive. I get great joy from supporting charitable organizations and helping people in the community," says Mason. "People who don't like to give of themselves are missing something important in life." Mason gives financially, and he also rolls up his sleeves to perform good deeds, including making a Christmas hamper every year for a neighbouring family who struggles financially.

From Blair Mason's legacy story, published October 2021

Our 2021/2022 Donors

Thank you for advancing excellence and innovation at Manitoba's hospital

Your ongoing support helps HSC acquire new, life-changing equipment as the pace of change in medical technology accelerates. Your generosity helps us to adapt our facilities as the needs of our community evolve. Your vision helps us to advance important health research that will improve the lives of people in Manitoba and around the world.

To the Manitobans who support us year after year, and to the many new donors who joined us in 2021/2022, thank you for your trust and confidence, and thank you for helping Manitoba's hospital deliver tomorrow's health care, today. 

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HSC staffer Christine Preachuk (far right) is grateful for the support of her family post-stroke, and grateful for the care she received at HSC: "It was strange coming in as a patient; however, the team was nothing but professional, and the care was top notch. There is nowhere else I would have rather been." Read her story at <https://www.hscfoundation.mb.ca/stories/hsc-staff-member-lands-on-other-side-of-hospital-bed-post-stroke/>.

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Thanks to HSC Foundation donors, HSC is the first teaching hospital across Canada to have Sonosite PX Ultrasound Machines. These high-end portable machines help HSC's professionals diagnose patients without having to move them. Says emergency physician Dr. Chau Pham: "Please know that we use these machines every shift; we are making a difference in workflow in our Emergency Department, in patient care, and in patient safety. We are very grateful." Learn more at <https://www.hscfoundation.mb.ca/covid-19-updates/a-marathon-not-a-sprint/>.



In July 2021, Dr. Marcus Ng received game-changing funding for his epilepsy research from the Canadian Institutes of Health Research. His novel research into REM sleep and seizures was initially funded through an HSC Foundation General Operating Grant in 2017. Read more at <https://www.hscfoundation.mb.ca/stories/sleep-related-funding-a-dream-come-true/>.

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Victoria Rempel reflects on her experience with the eating disorders program at HSC: "I learned many things and many skills at HSC that I carry with me. You can choose to act on what you learn or not, but you can never unlearn. I'm grateful that I participated in the program at HSC from beginning to end, grateful for what they taught me, and grateful for the effort they put into my recovery." Read Rempel's story at <https://www.hscfoundation.mb.ca/stories/cautiously-recovered/>.

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Charity Bedry (left) and her mom Diana Halldorson celebrate Bedry's heart transplant anniversary with gifts to local charities, including the HSC Foundation: "Charity has always been a warm-hearted, compassionate person. Now there is a whole new level to her kindheartedness. She knows that someone had to die for her to live. I see how badly she wants to give back." Read their story at <https://www.hscfoundation.mb.ca/stories/decking-the-halls-with-donations/>.

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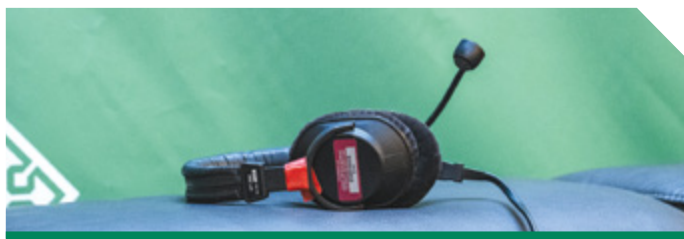
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This list reflects 2021/2022 donations (monthly and \$250+) received by March 31, 2022. We have carefully reviewed for accuracy, and we apologize for any errors or omissions. Please contact the HSC Foundation office with any questions or corrections. Thank you!

Innovation and Generosity Hit the Airwaves

Almost \$212,000 raised during the HSC Foundation's annual Radiothon



Doctors, researchers, and patients highlighted the impact of philanthropy during the 2022 Innovation HSC Radiothon, which raised \$211,933 in support of Health Sciences Centre.

Brimming with inspiring stories, updates on groundbreaking research, and Manitobans calling and texting to donate—the 16th Innovation HSC Radiothon, presented by Maric Homes, was a day to remember. Your generosity helped this year's event—which aired on 680 CJOB, 99.1 Peggy, and Power 97 on January 21, 2022—raise \$211,933 in support of HSC Winnipeg.

"I want to thank every donor and partner whose generosity will have an impact for years to come," says Jonathon Lyon, President & CEO

of the HSC Foundation. "In health care, every second counts; for Radiothon, every minute counts; and in philanthropy, every dollar counts."

Thanks to Lead-Up Supporters Johnston Group Inc. and Arbor Memorial, as well as Matching Partners Wawanesa Mutual Insurance Company and Access Credit Union, all donations were matched for a total of \$48,000! We also thank our Text-To-Donate Matching Partner, Manitoba Pork, and our Feature Partners, The Keg Steakhouse + Bar and Superior Asphalt and Paving.

We also welcomed Medallion Milk to our community of corporate donors with their \$25,000 donation.

Thank you to everyone who made a difference in the lives of Manitobans by supporting the 2022 Innovation HSC Radiothon.

Radiothon partners:

- **Maric Homes (Presenting Partner)**
- **Access Credit Union (Matching Partner)**
- **The Wawanesa Mutual Insurance Co. (Matching Partner)**

Cheers to Health Care

\$630,000 raised at twelfth annual Savour Manitoba: Wine & Food Experience

From the safety of their homes, Manitobans raised a glass on February 26, 2022, and contributed over \$630,000 to the HSC Foundation's Savour Manitoba: Wine & Food Experience, presented by Jones & Company Wine Merchants.

\$176,000 of this was raised for our Fund-A-Need initiative, which helped purchase two laparoscopic towers and scopes. These allow surgeons to perform minimally invasive surgeries, enabling faster recoveries, shorter hospital stays, and better outcomes.

Virtual attendees enjoyed a delicious spread from De Luca's and WOW Catering, and sipped remarkable wines from Jones & Company Wine Merchants, all delivered by our Delivery & Event Partner, SkipTheDishes.

Guests bid on over 50 incredible auction prizes and danced to the sensational Big City All Star Band and Canadian singer/songwriter Keith Macpherson, who were presented by our Entertainment Partner & Lead Supporter, TD Bank.



Guests enjoying Savour Manitoba: Wine & Food Experience.

"I extend my heartfelt appreciation to all Savour supporters," says Tina Jones, O.M., Chair of the HSC Foundation Board of Directors, and Chair of the Savour Committee. "New equipment and technology are a cornerstone of a promising future for the delivery of care in Manitoba, and we couldn't be more grateful to those who helped fund this critical purchase."

Thank you to everyone who joined together for Savour Manitoba: Wine & Food Experience, and in turn made a difference in the lives of thousands of Manitobans.

Savour partners:

- **Jones & Company Wine Merchants (Presenting Partner)**
- **TD Bank (Entertainment Partner & Lead Supporter)**
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Endowment Funds

A gift today, an impact forever

By establishing an endowment fund at the Health Sciences Centre Foundation, you are making a gift for all time. Income earned by these permanent funds will help patients today, tomorrow, and for generations to come.

To these visionary donors, we say thank you.

To learn more about establishing an endowment fund at the HSC Foundation, please contact our office at **204-515-5612** or toll-free at **1-800-679-8493**.

| | |
|---|-----------|
| The Aiello Endowment Fund | 18,420 |
| Archives/Museum Collection Endowment Fund | 507,630 |
| H.C. Ashdown Endowment Research Fund | 228,812 |
| Assistive Technology Fund | 213,117 |
| Harold Buchwald Endowment Fund for Medical Ethics | 124,008 |
| HSCF Firefighters' Burn Fund Endowment | 2,376,376 |
| HSCF Bannatyne Legacy Circle Fund | 5,508,477 |
| HSC Foundation Honourary Directors Legacy Fund | 342,978 |
| HSC Winnipeg Heritage Endowment Fund | 440,302 |
| Dolly and Michael Gembey Nursing Research Endowment | 2,714,591 |
| The Gendis Inc. Artists in Healthcare Fund Supported by James Cohen and the Prairie Roots Rocker | 26,218 |
| Patty and Tony Kirk Heart Fund | 53,443 |
| Karyn Lazareck Endowment Fund | 22,940 |
| Viola Leadlay Nursing Education Endowment Fund | 206,336 |
| The John Loewen Endowment Fund | 72,792 |
| Pauline Luchit Endowment Fund | 141,884 |
| Manitoba Public Insurance Professorship in Neuroscience | 1,477,121 |
| Morberg Family Chair in Hepatology | 3,847,537 |
| Multiple Sclerosis Research Endowment Fund | 336,744 |
| Neurosurgery Research Endowment Fund | 354,161 |
| Margaret Wasson Oatway Endowment Fund | 374,849 |
| Tom and Mindel Olenick Research Fund in Immunology | 435,860 |
| Quality Improvement, Innovation & Implementation Surgery Council Fund (QI3) | 1,415,915 |
| Dale Rayter GD6 Nursing Education Fund | 20,518 |
| Research in Anesthesiology Endowment Fund | 90,264 |
| The Dr. Ben Shell Endowment Fund | 125,441 |
| Margaret Hawley Speers Endowment Fund for Brain Research | 1,099,527 |
| Spine Fellowship Fund | 1,736,321 |
| The Christopher Spitzke Critical Illness Research Endowment Fund | 327,815 |
| Surgical Access and Delivery Innovation Fund | 1,417,685 |
| Technology for Assisted Living Endowment Fund | 991,330 |
| Transplant Wellness Centre Endowment Fund | 26,402 |
| Margaret & Paul Wright Endowment for Research | 57,252 |
| Mary Kathleen Yuar Endowment Fund | 441,150 |
| Anonymous and Other Endowment Funds | 128,933 |

Total Endowment Funds held by the HSC Foundation

\$27,703,149

The Next Mile

Looking ahead at HSC

By Dr. Shawn Young, Chief Operating Officer, HSC Winnipeg

Each and every day when I enter HSC, I stand in awe of my colleagues. Maintenance and cleaning staff, administrators, managers, allied health professionals, nurses, my fellow physicians—everyone. I am moved and inspired by their energy, their passion, and their skill. As Chief Operating Officer, and even more so as a proud Manitoban, I am grateful.

It has been a difficult two-plus years for all of us. The COVID-19 pandemic required unprecedented flexibility by HSC and by health care facilities the world over. Our people went the extra mile to provide optimal care and to keep Manitoba's hospital running under the most unusual circumstances. We re-organized the facility, we re-imagined the roles people play on health care teams, and we implemented numerous policies to protect our patients and our personnel. Nimbleness was the order of the day and the only constant during the pandemic was change.

In this report, you have read about just a few of the ways in which my colleagues went the extra mile during COVID's darkest days. The pandemic is still with us, of course, and we still need to be flexible and creative, but it is time to look not only at the extra mile, but the next mile. What must we do to overcome the challenges we face in health care? What will move HSC forward?

The biggest part of the answer is people. There is truth in the headlines you read. HSC, and hospitals everywhere in Canada, have been facing staffing challenges. And those challenges became greater during the pandemic as some people took ill, moved to other fields, or retired earlier than they expected to. It probably hit nursing the hardest and, as we all know, nurses are central to the provision of care and we are fortunate to have excellent nurses at HSC.

I am pleased to tell you that we have started to see a reversal in our numbers. In August, we hired five new emergency room nurses (with more to come) and we have been recruiting operating room nurses at a rate of three a month for the past few months. This is good news—and there are new strategies in place to recruit even more aggressively throughout Canada. But recruitment alone is



Dr. Shawn Young: "...the number one recruitment and retention tool across all disciplines and professions is excellence."

not enough. It is essential that we continue our efforts to retain our current personnel. We are working closely with our stakeholders to do all that we can to make HSC the most desirable health care workplace in all of Canada.

"The pandemic is still with us, of course, and we still need to be flexible and creative, but it is time to look not only at the extra mile, but the next mile."

One thing I know for certain from our experiences locally and from what I know from colleagues across the country is this: the number one recruitment and retention tool across all disciplines and professions is excellence. If you provide health care professionals with the most modern equipment possible, high-end facilities, and a healthy work environment where they can do their best work, they will come and they will stay.

And that is where you as an HSC Foundation donor have such a critical role to play. Your support to date has created remarkable spaces and funded the best possible equipment in a number of key areas at the hospital. But there is much more to do. Through the Foundation's

transformational Operation Excellence campaign, you can help make HSC an employer of choice where the best practitioners want to take care of Manitobans, conduct research, and help HSC reach new heights.

Like the miles we have travelled together so far, the next mile will be paved by your generosity, your spirit of community, and your vision of a better future for health care. There is a lot of work to do, but with your support, I see brighter days ahead. ♦

The HSC Foundation Team November 2022

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OUR VISION:

Tomorrow's Health Care, Today

OUR MISSION:

Inspiring generosity to create the best health care experience for all Manitobans

OUR VALUES:

- ◆ We drive innovative solutions.
- ◆ We support equitable health care.
- ◆ We value relationships.
- ◆ We operate with integrity, accountability, and passion.



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