

Manitoba Health, Seniors and Long-Term Care

Santé, Aînés et Soins de longue durée Manitoba

Annual Report Rapport annuel

For the year ended March 31, 2024

Pour l'exercice terminé le 31 mars 2024

LAND ACKNOWLEDGEMENT

We acknowledge that Manitoba is located on the Treaty Territories and ancestral lands of the Anishinaabe, Anishinewuk, Dakota Oyate, Denesuline and Nehethowuk nations.

We acknowledge that Manitoba is located on the Homeland of the Red River Métis.

We acknowledge that northern Manitoba includes lands that were and are the ancestral lands of Inuit.

We respect the spirit and intent of Treaties and remain committed to working in partnership with First Nations, Inuit and Métis Peoples as we walk the shared path of truth and reconciliation.

RECONNAISSANCE TERRITORIALE

Nous reconnaissons que le Manitoba se trouve sur les territoires visés par un traité et sur les terres ancestrales des peuples anishinaabe, anishinewuk, dakota oyate, denesuline et nehethowuk.

Nous reconnaissons que le Manitoba se situe sur le territoire des Métis de la Rivière-Rouge.

Nous reconnaissons que le nord du Manitoba comprend des terres qui étaient et sont toujours les terres ancestrales des Inuits.

Nous respectons l'esprit et l'intention des traités. Nous restons déterminés à travailler en partenariat avec les Premières Nations, les Inuits et les Métis alors que nous marchons ensemble vers la vérité et la réconciliation.

Annual Report

2023-24

**Manitoba Health,
Seniors and Long-Term
Care**

Rapport annuel

2023-2024

**Santé, Aînés et Soins
de longue durée
Manitoba**

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Minister's Letter of Transmittal



Minister of Health, Seniors and Long-Term Care

Legislative Building, Winnipeg, Manitoba R3C 0V8 CANADA

Her Honour the Honourable Anita R. Neville, P.C., O.M.
Lieutenant Governor of Manitoba
Room 235 Legislative Building
Winnipeg, MB R3C 0V8

May it Please Your Honour:

I have the privilege of presenting, for the information of Your Honour, the Annual Report of Manitoba Health, Seniors and Long-Term Care, for the fiscal year ending March 31, 2024.

Respectfully submitted,

Original Signed By

Honourable Uzoma Asagwara
Minister of Health, Seniors and Long-Term Care



Lettre d'accompagnement de la ministre



Ministre de la Santé, des Aînés et des Soins de longue durée

Palais législatif, Winnipeg, Manitoba R3C 0V8 CANADA

Son Honneur l'honorable Anita R. Neville, P.C., O.M.

Lieutenante-gouverneure du Manitoba

Palais législatif, bureau 235

Winnipeg (Manitoba) R3C 0V8

Madame la Lieutenante-Gouverneure,

J'ai l'honneur de vous présenter, à titre d'information, le rapport annuel du ministère de la Santé, des Aînés et des Soins de longue durée du Manitoba pour l'exercice se terminant le 31 mars 2024.

Le tout respectueusement soumis,

Original signé par

Uzoma Asagwara

Ministre de la Santé, des Aînés et des Soins de longue durée



Deputy Minister's Letter of Transmittal



Health, Seniors and Long-Term Care

Deputy Minister

Room 310 Legislative Building, Winnipeg, Manitoba, Canada R3C 0V8

The Honourable Uzoma Asagwara
Minister of Health, Seniors and Long-Term Care
Room 302 Legislative Building
Winnipeg, MB R3C 0V8

Dear Minister:

I am pleased to present for your approval the 2023-24 Annual Report of the Department of Health, Seniors and Long-Term Care.

Respectfully submitted,

Original Signed By

Scott Sinclair
Deputy Minister of Health, Seniors and Long-Term Care



Lettre d'accompagnement de la sous-ministre



Santé, Aînés et Soins de longue durée

Sous-ministre

Chambre 310 Édifice de l'Assemblée législative, 450 Broadway
Winnipeg, Manitoba Canada R3C 0V8

Uzoma Asagwara

Ministre de la Santé, Aînés et Soins de longue durée

Palais législatif, bureau 302

Winnipeg (Manitoba) R3C 0V8

Bonjour,

J'ai le plaisir de soumettre à votre approbation le rapport annuel 2023-2024 du ministère de la Santé, des Aînés et des Soins de longue durée.

Le tout respectueusement soumis,

Original signé par

Scott Sinclair

Sous-ministre de la Santé, des Aînés et des Soins de longue durée



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Introduction/Introduction (French)

This Annual Report fulfills the department reporting requirements described in the Financial Administration Act. The Annual Report is organized in accordance with department's appropriation structure as at March 31, 2024, which reflects the authorized appropriations approved by the Legislative Assembly.

Consistent with the Supplement to the Estimates of Expenditure, the Annual Report includes the Manitoba Government Performance Measurement Framework to foster operational improvements by reinforcing transparency, urgency, alignment, and accountability. Performance Measurement aligns the department's work to the government's mandate and strategic priorities. Departments then create operating plans that further translate strategy into day-to-day operations.

The Annual Report includes information on the department and its Other Reporting Entities summary financial results, provides a more detailed breakdown on any changes to its voted budget, and also reports on the department's progress of achieving diversity milestones. The financial results and associated variance explanations continue to be provided at the sub-appropriation level. The Annual Report provides a comprehensive picture of the department's financial performance.

Le présent rapport annuel répond aux exigences ministérielles en matière de rapports qui sont décrites dans la Loi sur la gestion des finances publiques. Il est présenté conformément à la structure des postes budgétaires du ministère au 31 mars 2024, qui tient compte des crédits autorisés ayant été approuvés par l'Assemblée législative.

En cohérence avec le budget complémentaire, le rapport annuel comprend le cadre de mesure de la performance du gouvernement du Manitoba, qui favorise l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et la reddition de comptes. La mesure de la performance permet d'harmoniser les travaux des ministères avec le mandat et les priorités stratégiques du gouvernement. Les ministères élaborent ensuite des plans opérationnels qui intègrent ces thèmes aux activités quotidiennes.

Le rapport annuel contient les résultats financiers sommaires du ministère et de ses autres entités comptables, fournit une ventilation plus détaillée des changements apportés au budget des crédits votés et rend compte des progrès du ministère en matière de diversité. Il continue de fournir les résultats financiers accompagnés d'explications sur les écarts au niveau des postes secondaires. Le rapport annuel fournit un portrait global de la performance financière du ministère.

Department At a Glance – 2023-24 Results

Health, Seniors and Long-Term Care	The department operates under the provisions of the legislation and responsibilities of the minister of Health, Seniors and Long-Term Care. The legislation, emerging health and health care issues, guide the planning and delivery of health care services for Manitobans.
Minister	Honourable Uzoma Asagwara
Deputy Minister	Scott Sinclair

Other Reporting Entities	<p>7 Service delivery Organizations</p> <p>124 Licensed personal care homes</p>	<ul style="list-style-type: none"> • Service Delivery Organizations: <ul style="list-style-type: none"> ○ CancerCare Manitoba ○ Regional Health Authorities: <ul style="list-style-type: none"> ▪ Interlake-Eastern Regional Health Authority ▪ Northern Regional Health Authority ▪ Prairie Mountain Health ▪ Southern Health-Santé Sud ▪ Winnipeg Regional Health Authority ○ Shared Health • Not-for-Profit personal care homes • Community Health Agencies • Rehabilitation Centre for Children, Inc. • St. Amant
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Summary Expenditure (\$M)	
7,961	8,919
Authority	Actual

Core Expenditure (\$M)		Core Staffing
7,261	7,871	744.30
Authority	Actual	Authority

Coup d'œil sur le ministère – Résultats en 2023-2024

Santé, Aînés et Soins de longue durée Manitoba	Le Ministère exerce ses activités en vertu des dispositions législatives et des responsabilités liées au rôle de ministre de la Santé, des Aînés et des Soins de longue durée. La législation, ainsi que les questions émergentes de santé et de soins de santé, orientent la planification et l'offre de services de santé à l'intention de la population manitobaine.
Ministre	Uzoma Asagwara
Sous-ministre	Scott Sinclair

Autres entités comptables	<p>7 Organismes de prestation de services</p> <p>124 Foyers de soins personnels autorisés</p>	<ul style="list-style-type: none"> • Organismes de prestation de services <ul style="list-style-type: none"> ○ Action cancer Manitoba ○ Offices régionaux de la santé <ul style="list-style-type: none"> ▪ Office régional de la santé d'Entre-les-Lacs et de l'Est ▪ Office régional de la santé du Nord ▪ Santé de Prairie Mountain ▪ Southern Health–Santé Sud ▪ Office régional de la santé de Winnipeg ○ Soins communs • Foyers de soins personnels sans but lucratif • Organismes de santé communautaire • Rehabilitation Centre for Children Inc. • St.Amant
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Dépenses globales (en millions de dollars)	
7,961	8,919
Dépenses autorisées	Dépenses réelles

Dépenses ministérielles (en millions de dollars)		Personnel ministériel
7,261	7,871	744.30
Dépenses autorisées	Dépenses réelles	Dépenses autorisées

Departmental Responsibilities

The minister of Health, Seniors and Long-Term Care is the cabinet minister responsible for Manitoba Health, Seniors, and Long-Term Care. This includes addressing emerging health and health care issues and the planning and delivery of health care services for Manitobans.

The overall responsibilities of the minister and department of Health, Seniors and Long-Term Care include:

- A policy, planning, funding and oversight role to ensure that service delivery organizations (SDOs) (the regional health authorities, CancerCare Manitoba and Shared Health) and over 100 other service providers (primarily not-for-profit organizations) are accountable to provide high-quality services at a reasonable cost to Manitobans. This role is accomplished through resource allocation, legislation and regulations, planning and strategic direction, policy and standards, and performance monitoring, reporting, and management to achieve results.
- Promotion and support of its mandate through engagement with Manitobans and the seven service delivery organizations.
- Provision of leadership and policy support designed to influence the conditions that promote the health of the public, including leadership in population and public health policy, planning, oversight, and clinical functions to protect and promote health across all sectors of the population.
- Building of a health care system that is: more focused on the patient; fosters a supporting culture in health care to recruit and retain health care professionals; is integrated and innovative, building a roadmap for the future to inspire the next generation of health care workers with centres of excellence that provide world-class care to Manitobans;
- Clear in its definition of roles and responsibilities, committed to accountability and fiscal responsibility; and transparent in its measurement of outcomes through performance measures, and
- Equitable and accessible at every level, regardless of cultural practices or social circumstances, and sustainable for both current and future generations.

The minister is also responsible for:

- The Anatomy Act (RSM 1987, c. A80)
- The Chiropractic Act (RSM 1987, c. C100)
- The Defibrillator Public Access Act (SM 2011, c. 10)
- The Dental Association Act (RSM 1987, c. D30)
- The Dental Hygienists Act (SM 2005, c. 51)
- The Denturists Act (RSM 1987, c. D35)
- The Elderly and Infirm Persons' Housing Act (RSM 1987, c. E20) [except with respect to elderly persons' housing units as defined in the Act]
- The Emergency Medical Response and Stretcher Transportation Act (SM 1985-86, c. 7)
- The Health Administration Act (RSM 1987, c. H20)

- The District Health and Social Services Act (RSM 1987, c. H26)
- The Health System Governance and Accountability Act (SM 1996, c. 53)
- The Health Care Directives Act (SM 1992, c. 33)
- The Health Sector Bargaining Unit Review Act (SM 2017, c. 25)
- The Health Services Insurance Act (RSM 1987, c. H35)
- The Hearing Aid Act (RSM 1987, c. H38)
- The Human Tissue Gift Act (SM 1987-88, c. 39)
- The Licensed Practical Nurses Act (SM 1999, c. 37)
- The Manitoba Medical Association Dues Act (SM 1994, c. 19)
- The Medical Laboratory Technologists Act (SM 2002, c. 12)
- The Midwifery Act (SM 1997, c. 9)
- The Naturopathic Act (RSM 1987, c. N80)
- The Occupational Therapists Act (SM 2002, c. 17)
- The Occupiers' Liability Act (RSM 1987, c. O8) [section 9.1]
- The Opticians Act (RSM 1987, c. O60)
- The Optometry Act (RSM 1987, c. O70)
- The Personal Health Information Act (SM 1997, c. 51)
- The Pharmaceutical Act (SM 2006, c. 37)
- The Physiotherapists Act (SM 1999, c. 30)
- The Podiatrists Act (SM 2001, c. 36)
- The Prescription Drugs Cost Assistance Act (RSM 1987, c. P115)
- The Private Hospitals Act (RSM 1987, c. P130)
- The Protection for Persons in Care Act (SM 2000, c. 12)
- The Psychologists Registration Act (RSM 1987, c. P190)
- The Public Health Act (SM 2006, c. 14)
- The Radiation Protection Act, SM 2015, c. 41 [This Act is not yet in force. It is to come into force on a date to be fixed by proclamation].
- The Registered Dietitians Act (SM 2002, c. 18)
- The Registered Respiratory Therapists Act (RSM 1987, c. R115)
- The Regulated Health Professions Act (SM 2009, c. 15)
- The Smoking and Vapour Products Control Act (SM 1989-90, c. 41)
- The Reporting of Supports for Child Survivors of Sexual Assault Act (Trained Health Professionals and Evidence Collection Kits), SM 2021, c. 56 [This Act is not yet in force. It is to come into force on a date to be fixed by proclamation].
- The Testing of Bodily Fluids and Disclosure Act (SM 2008, c. 19)

- The Tobacco Damages and Health Care Costs Recovery Act (SM 2006, c. 18)
- The Universal Newborn Hearing Screening Act (SM 2013, c. 15)

In addition, policies specific to departmental programs are documented in the General Manual of Administration and various Manitoba government catalogues and publications.

Department Shared Services

A shared service is a centralized function that provides common services or resources to multiple business units or departments. It aims to streamline operations, improve efficiencies by reducing duplication, and reduce costs to better support the department's overall objectives.

The Department of Health, Seniors and Long-Term Care Finance Division is responsible for ensuring appropriate management and accountability of department resources and alignment of business strategies and priorities. The division provides shared services supporting the transactional accounting activities for the Department of Housing, Addictions and Homelessness.

Responsabilités ministérielles

La personne occupant le poste de ministre de la Santé, des Aînés et des Soins de longue durée est membre du cabinet et responsable de la Santé, des Aînés et des Soins de longue durée au Manitoba. À ce titre, elle est responsable des questions émergentes de santé et de soins de santé ainsi que de la planification et de l'offre de services de soins de santé à l'intention de la population manitobaine.

Les responsabilités générales de la personne occupant le poste de ministre et du ministère de la Santé, des Aînés et des Soins de longue durée comprennent les suivantes :

- Jouer un rôle dans l'élaboration des politiques, la planification, le financement et le contrôle afin que les organismes de prestation de services (offices régionaux de la santé, Action cancer Manitoba et Soins communs) et plus de 100 autres fournisseurs de services (principalement des organismes sans but lucratif) assument la responsabilité d'offrir à la population manitobaine des services de haute qualité à un coût abordable; S'acquitter de ce rôle dans le cadre des fonctions suivantes : affectation des ressources; législation et réglementation; planification et orientation stratégique; établissement de politiques et de normes; surveillance, communication et gestion du rendement en vue de l'atteinte des résultats voulus;
- Promouvoir et soutenir son mandat en s'engageant auprès de la population manitobaine et des sept organismes de prestation de services;
- Leadership et soutien stratégique visant à influencer sur les conditions qui favorisent la santé du public, y compris le leadership en matière de politiques relatives à la santé de la population et à la santé publique, la planification, la supervision et les fonctions cliniques pour protéger et promouvoir la santé dans tous les secteurs de la population.
- Mise en place d'un système de soins de santé davantage axé sur le patient, favorisant une culture de soutien dans le domaine des soins de santé afin de recruter et de retenir les professionnels de la santé, et intégré et innovant avec la mise en place d'une feuille de route pour l'avenir visant à inspirer la prochaine génération de travailleurs de la santé grâce à des centres d'excellence qui fournissent des soins de classe mondiale à la population du Manitoba.
- Clarté dans la définition des rôles et des responsabilités, engagement en faveur de l'obligation de rendre compte et de la responsabilité financière, et transparence dans l'évaluation des résultats au moyen de mesures de la performance.
- Équité et accessibilité à tous les niveaux, indépendamment des pratiques culturelles ou des conditions sociales, et durabilité pour les générations actuelles et futures.

La personne occupant le poste de ministre est aussi responsable des entités suivantes:

- Loi sur l'anatomie (L.R.M. 1987, c. A80)
- Loi sur la chiropractie (L.R.M. 1987, c. C100)
- Loi sur l'accès du public aux défibrillateurs (L.M. 2011, c. 10)
- Loi sur l'Association dentaire (L.R.M. 1987, c. D30)

- Loi sur les hygiénistes dentaires (L.M. 2005, c. 51)
- Loi sur les denturologistes (L.R.M. 1987, c. D35)
- Loi sur le logement des infirmes et des personnes âgées (L.R.M. 1987, c. E20) [sauf en ce qui concerne les unités de logement pour personnes âgées telles que définies dans la Loi]
- Loi sur les interventions médicales d'urgence et le transport pour personnes sur civière (L.M. 1985-86, c. 7)
- Loi sur l'administration de la santé (anciennement la Loi sur le ministère de la Santé) (L.R.M. 1987, c. H20)
- Loi sur les districts de services sociaux et de santé (L.R.M. 1987, c. H26)
- Loi sur la gouvernance et l'obligation redditionnelle au sein du système de santé (anciennement la Loi concernant les offices régionaux de la santé) (L.M. 1996, c. 53)
- Loi sur les directives en matière de soins de santé (L.M. 1992, c. 33)
- Loi sur la restructuration des unités de négociation dans le secteur de la santé (L.M. 2017, c. 25)
- Loi sur l'assurance-maladie (L.R.M. 1987, c. H35)
- Loi sur les appareils auditifs (L.R.M. 1987, c. H38)
- Loi sur les dons de tissus humains (anciennement la Loi sur les tissus humains) (L.M. 1987-88, c. 39)
- Loi sur les infirmières auxiliaires (L.M. 1999, c. 37)
- Loi sur la cotisation de l'Association médicale du Manitoba (L.M. 1994, c. 19)
- Loi sur les technologistes de laboratoire médical (L.M. 2002, c. 12)
- Loi sur les sages-femmes (L.M. 1997, c. 9)
- Loi sur la naturopathie (L.R.M. 1987, c. N80)
- Loi sur les ergothérapeutes (L.M. 2002, c. 17)
- Loi sur la responsabilité des occupants (L.R.M. 1987, c. O8) [article 9.1]
- Loi sur les opticiens (anciennement la Loi sur les opticiens d'ordonnance) (L.R.M. 1987, c. O60)
- Loi sur l'optométrie (L.R.M. 1987, c. O70)
- Loi sur les renseignements médicaux personnels (L.M. 1997, c. 51)
- Loi sur les pharmacies (L.M. 2006, c. 37)
- Loi sur les physiothérapeutes (L.M. 1999, c. 30)
- Loi sur les podiatres (L.M. 2001, c. 36)
- Loi sur l'aide à l'achat de médicaments sur ordonnance (L.R.M. 1987, c. P115)
- Loi sur les cliniques privées (L.R.M. 1987, c. P130)
- Loi sur la protection des personnes recevant des soins (L.M. 2000, c. 12)
- Loi sur l'inscription des psychologues (L.R.M. 1987, c. P190)
- Loi sur la santé publique (L.M. 2006, c. 14)
- Loi sur la radioprotection (L.M. 2015, c. 41) [La présente Loi n'est pas encore en vigueur. Le jour d'entrée en vigueur de la Loi sera fixé par proclamation.]

- Loi sur les diététistes (L.M. 2002, c. 18)
- Loi sur les thérapeutes respiratoires (L.R.M. 1987, c. R115)
- Loi sur les professions de la santé réglementées (L.M. 2009, c. 15)
- Loi sur la réglementation de l'usage du tabac et du cannabis et des produits servant à vapoter (anciennement la Loi sur la protection de la santé des non-fumeurs) (L.M. 1989-90, c. 41)
- Loi sur la présentation de rapports concernant les mesures de soutien destinées aux enfants survivants d'agression sexuelle (professionnels de la santé formés et trousse médicale), L.M. 2021, c. 56 [La présente Loi n'est pas encore en vigueur. Le jour d'entrée en vigueur de la Loi sera fixé par proclamation.]
- Loi sur l'analyse de fluides corporels et la communication des résultats d'analyse (L.M. 2008, c. 19)
- Loi sur le recouvrement du montant des dommages et du coût des soins de santé imputables au tabac (L.M. 2006, c. 18)
- Loi sur le dépistage systématique des déficiences auditives chez les nouveau-nés (L.M. 2013, c. 15)

En outre, les politiques propres aux programmes ministériels sont consignées dans le *General Manual Administration* et divers catalogues et publications du gouvernement du Manitoba.

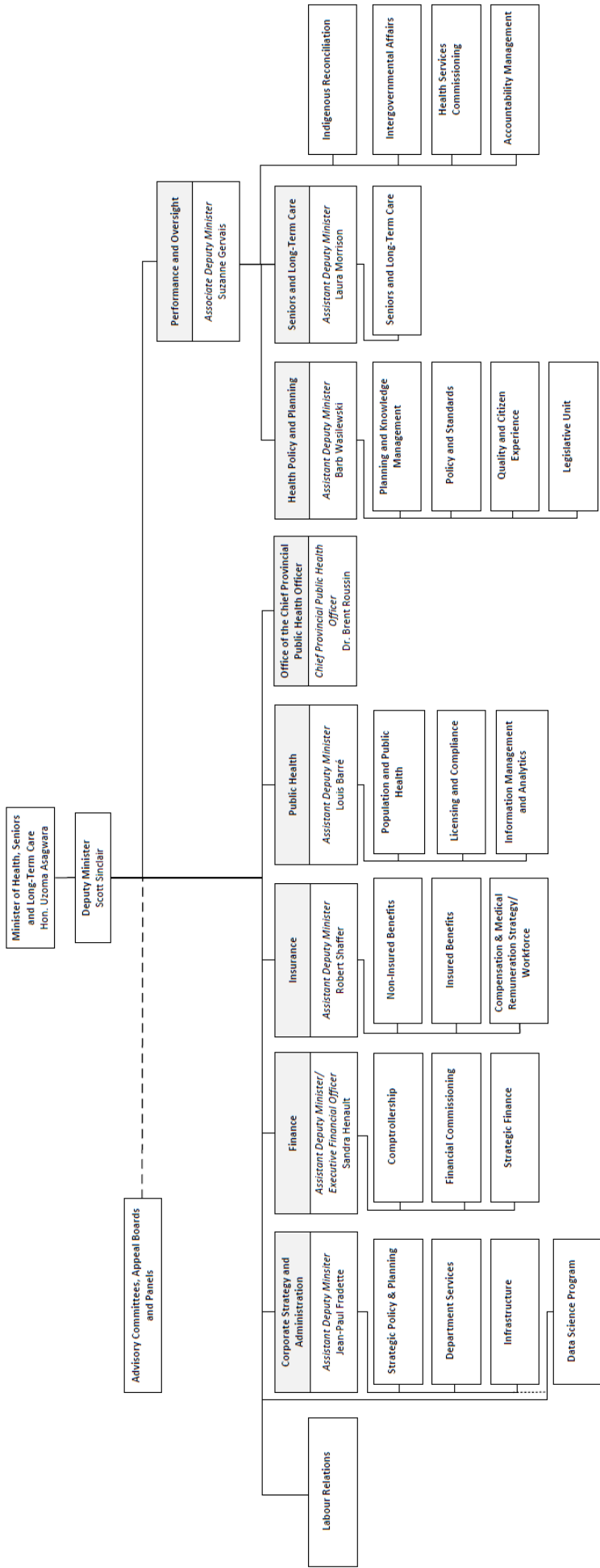
Services partagés du ministère

Un service partagé est une fonction centralisée qui fournit des ressources ou des services communs à plusieurs unités fonctionnelles ou ministères. Il a pour objet de rationaliser les activités, d'améliorer l'efficacité en évitant les chevauchements et de réduire les coûts pour mieux soutenir les objectifs globaux du ministère.

La Division des finances du ministère de la Santé, des Aînés et des Soins de longue durée est responsable de la gestion appropriée des ressources ministérielles et de l'obligation redditionnelle à cet égard, de même que du respect des stratégies et des priorités opérationnelles. La Division fournit des services partagés en soutien aux activités de comptabilité transactionnelle du ministère du Logement, de la Lutte contre les dépendances et de la Lutte contre l'itinérance.

Organizational Structure

Manitoba Health, Seniors and Long-Term Care as of March 31, 2024



Other Reporting Entities Accountable to Minister:

- Regional Health Authorities:
- Winnipeg Regional Health Authority (WRHA)
 - Interlake-Eastern Regional Health Authority (IERHA)
 - Prairie Mountain Health (PMH)
 - Northern Regional Health Authority (NRHA)
 - Southern Health-Santé Sud (SH-SS)
- CancerCare Manitoba (CCMB)
 - Shared Health Inc. (SH)
 - Non-for-profit personal care homes
 - Community health agencies
 - Rehabilitation Centre for Children
 - St. Amant

2023-24 Key Achievement Highlights

During the fiscal year, the Department of Health, Seniors and Long-Term Care accomplished the following:

Improved Access to Services including Primary and Community Care

- Public health officials in Manitoba identified Human Immunodeficiency Virus (HIV) and other Sexually Transmitted and Blood-Borne Infections (STBBIs) as provincial priorities due to the significant increase in infection rates over the past decade and the disproportionate impact on individuals who may be structurally disadvantaged, such as those experiencing homelessness or precarious housing, mental illness, substance use, poverty, discrimination, and stigma. The department initiated foundational work to address the rising rates and underlying causes. This included launching a concerted cross-departmental response to HIV and other STBBIs to support planning and actions aimed at reducing the trajectory of new cases. Key initiatives launched in 2023-24 included:
 - Laid foundational work to enable expanded access and coverage of HIV medication (anti-retroviral treatment, pre-exposure prophylaxis, post-exposure prophylaxis) for those Manitobans without access or full coverage.
 - Invested in community-led HIV and STBBIs prevention, treatment, and care initiatives, including more than \$527,000 for the Manitoba HIV Program to develop the infrastructure required to launch the Program to Access Treatment for HIV and Support.
 - Supported regional public health HIV/STBBIs and harm reduction work, including \$1.9 million to employ dedicated paraprofessional staff to support public health follow-up for STBBIs cases and contacts, and advanced new harm reduction standards for public health teams.
- Responded to the rising number of HIV cases in Manitoba by collaborating with internal and external stakeholders to facilitate free medication coverage for all those impacted by HIV, or at risk of acquiring HIV, and working with service providers to fund and assist with managing clients who had been lost to care.
- Strengthened the processes of the Protection for Persons in Care Office (PPCO):
 - Amended the Protection for Persons in Care Act to broaden and clarify definitions of abuse and neglect.
 - Delivered educational presentations to 68 designated health care facilities across Manitoba.
 - Strengthened policies and standards guiding the investigative process.
 - Cleared the investigation backlog, ensuring all allegations of abuse and neglect in hospitals, personal care homes, and designated health care facilities were reviewed and investigated appropriately.
- Executed and oversaw service agreements with surgical and diagnostic facilities to support government priorities in addressing the backlog resulting from the COVID-19 pandemic. Manitobans benefited from cataract, endoscopy, urology, pediatric dental, plastic surgery, and other procedures through these arrangements.

- Oversaw the implementation of expanded Sexual Assault Nurse Examiner (SANE) services to Thompson and The Pas and enhancements within Prairie Mountain Health, with hub support from the Health Sciences Centre. This involved monitoring the recruitment and training of SANE nurses in each region and initiated the development of a provincial SANE program.
- Engaged service delivery organizations' leadership to assess program challenges to enhance the Northern Patient Transportation Program. The program provides reimbursement to northern residents seeking medical care away from their home communities.
- Completed the installation and renovations for a computed tomography (CT) scanner at the Swan Valley Health Centre in Swan River. The CT scanner was delivered, installed, and commissioned as scheduled. Staff training was completed and accredited by the Manitoba Quality Assurance Program. The CT scanner enhances access to services for residents of Swan River and surrounding communities by providing care closer to home. This equipment is expected to reduce ambulance transfers to other facilities, saving time and costs. This initiative supports the Manitoba government's commitment to enhancing patients' experiences and aligns with strategic principles aimed at improving quality and access for all Manitobans.
- Cleared the health card backlog and established new service standards, setting a maximum wait time of two weeks from the date of application for issuing Manitoba health card registration certificates.
- Analyzed the health card registration process and identified gaps causing delays. Applied human-centered design, focusing on client experience and incorporating feedback from clients, front-line staff, and key community representatives to ensure successful solutions. As a result, the department achieved a 42 per cent reduction in failed health card applications, reduced average processing time from 60 minutes to 15 minutes, and decreased turnaround time from four months to two weeks.
- Established a reimbursement program for families affected by the tragic motor vehicle accident near the Town of Carberry in June 2023. The program aimed to assist families with travel-related expenses for attending funerals and visiting family members still in hospital. It operated from June 2023 to December 2023.
- Achieved an average assistance time of 3 minutes for clients over the phone in Registration/Client Services.
- Created reports to track caseloads and ensure timely progress in litigation, developed tools to prioritize the most valuable claims, and improved quality management.

Emergency Department Performance

- Invested \$45 million in 2023-24 for the St. Boniface Hospital Emergency Department Redevelopment initiative, which aligned with the mandate by expanding the emergency department to accommodate 55,000 annual visits and addressing public traffic, ambulance traffic, and circulation issues. The project involves 130,000 square feet of new construction and the renovation of existing emergency department space. This multi-phased project is scheduled to open the new emergency department in the fall of 2025.
- Invested \$560 million in 2023-24 in prioritized projects to align with the department's mandate, focusing on both urban and rural areas to ensure equitable access to quality healthcare in Manitoba. The investments in hospitals and emergency rooms include the construction of new regional health centers in Neepawa and Portage la Prairie, plans to reopen some closed emergency rooms, and the expansion and improvement of CancerCare facilities.

- Oversaw the performance of emergency departments and urgent care centers across the province. Service delivery organizations are accountable for performance improvements, including wait times. These organizations took steps to address patient wait times by implementing immediate changes to reduce waits and engaging front-line staff and physicians in identifying both short- and long-term solutions to mitigate existing patient flow challenges. Additional funding was allocated for over 150 plus beds to address access block and enhance patient flow, while funding for allied health services was extended to enable seven-day-a-week discharge, further alleviating access block and improving overall patient flow.

Indigenous Health

- Invested more than \$271,000 for the Aboriginal Health and Wellness Centre mobile care service to provide Indigenous-led HIV/STBBIs services to individuals who are unhoused or precariously housed, in addition to other wrap-around primary care services; and continued support for Ka Ni Kanichihk's Mino Pimatisiwin Sexual Wellness Lodge.
- Advanced the Path to Reconciliation training to better serve diverse Indigenous populations and develop policies addressing the needs of First Nations, Inuit, and Métis in Manitoba, achieving a 66 per cent completion rate among staff by 2023-24. Additionally, efforts to enhance completion rates for Manitoba Indigenous Cultural Safety Training were strengthened through a multi-pronged reconciliation approach, including a blanket exercise for senior leaders and ongoing partnerships to implement new strategies annually.
- Supported service delivery organizations in addressing racism by participating in the Disrupting Racism in Health Care Committee (DRHC) chaired by Shared Health. The DRHC launched the Disrupting Racism web presence on the Shared Health website in January 2023. The site has resources on racism and related subject matter, committee action plans, and educative resources on health equity gaps and Indigenous-specific racism.

Workforce Culture, Retention, Recruitment and Training

- Co-led with Doctors Manitoba, the Family Medicine Plus (FM+) funding model recognizing the unique role of family physicians in providing primary care throughout patients' lifespans. FM+ was developed under the new Physician Services Agreement.
- The department has commenced work on a new provincial health human resource strategy through the newly established Health Care Recruitment and Retention Office.

System level Fiscal Stability and Accountability

- Held regular performance meetings with each service delivery organization's leadership team to oversee overall performance and discuss expectations for improvement. This approach enabled the identification and collaborative resolution of issues related to planning, policy, funding, and other areas.
- Enhanced the annual operating plan process for service delivery organizations, ensuring fiscal responsibility and proper strategic and operating plans. This included updates to the strategic planning process, leading to the creation of multi-year rolling plans.

- Planned and began developing the Business Case Appraisal Process (BCAP) to strengthen the program proposal process for the department and the broader health system. BCAP aims to simplify the approach for service delivery organizations and other provincial organizations in developing investment proposals.
- Enhanced the provincial data repository to improve access to key data holdings for health system stakeholders. This work included consolidating and rationalizing technology platforms, infrastructure, and data resources, as well as leveraging and extending business intelligence tools and analytic products to improve the use of data by health system stakeholders.
- Completed by 100 per cent of financial staff, the required Comptrollership Training modules strengthened financial comptrollership and accountability within the department.

Principales réalisations en 2023-2024

Amélioration de l'accès aux services, y compris aux soins primaires et communautaires

- Les responsables de la santé publique du Manitoba ont identifié le virus de l'immunodéficience humaine (VIH) et les autres infections transmissibles sexuellement et par le sang (ITSS) comme des priorités provinciales en raison de l'augmentation significative des taux d'infection au cours de la dernière décennie et de l'impact disproportionné sur les personnes structurellement défavorisées, telles que les sans-abri ou les personnes ayant un logement précaire, les personnes souffrant de troubles mentaux, de toxicomanie, de pauvreté ainsi que les personnes victimes de discrimination et de stigmatisation. Le Ministère a entrepris un travail de fond pour s'attaquer aux taux croissants et aux causes sous-jacentes. Il s'agissait notamment de lancer une réponse interministérielle concertée en matière de VIH et d'ITSS afin de soutenir la planification et les mesures visant à réduire la trajectoire des nouveaux cas. Les initiatives clés lancées en 2023-2024 comprennent les suivantes :
 - Lancement des travaux de base visant à élargir l'accès et la couverture liées aux médicaments contre le VIH (traitement antirétroviral, prophylaxie préexposition, prophylaxie post-exposition) pour les Manitobaines et les Manitobains qui n'y ont pas accès ou qui ne bénéficient pas d'une couverture complète.
 - Investissement dans des initiatives communautaires de prévention, de traitement et de soins du VIH et des ITSS, notamment plus de 527 000 \$ pour le Manitoba HIV Program afin de développer l'infrastructure nécessaire au lancement du programme d'accès aux traitements et au soutien pour les personnes atteintes du VIH (Program to Access Treatment for HIV and Support, ou PATHS, en anglais).
 - Soutien aux travaux régionaux de santé publique sur le VIH, les ITSS et la réduction des risques, notamment 1,9 M\$ pour employer du personnel paraprofessionnel spécialisé afin de soutenir le suivi de la santé publique pour les cas d'ITSS et les contacts, et mise en place de nouvelles normes de réduction des risques pour les équipes de santé publique.
- Réponse au nombre croissant de cas de VIH au Manitoba en collaborant avec les parties prenantes internes et externes pour faciliter la couverture gratuite des médicaments pour toutes les personnes touchées par le VIH ou risquant de le contracter, et en travaillant avec les prestataires de services pour financer et soutenir la gestion des clients qui ont été perdus de vue.
- Renforcement des processus de l'Office de protection des personnes recevant des soins :
 - Modification de la Loi sur la protection des personnes recevant des soins afin d'élargir et de clarifier les définitions de la maltraitance et de la négligence.
 - Présentation d'exposés éducatifs à 68 établissements de soins de santé désignés dans l'ensemble du Manitoba.
 - Renforcement des politiques et des normes guidant le processus d'enquête.
 - Résorption des enquêtes en suspens, en veillant à ce que toutes les allégations de maltraitance et de négligence dans les hôpitaux, les foyers de soins personnels et les établissements de soins désignés soient examinées et fassent l'objet d'une enquête appropriée.

- Exécution et supervision d'ententes de service avec des établissements chirurgicaux et de diagnostic afin de soutenir les priorités du gouvernement dans la résorption du retard résultant de la pandémie de COVID-19. Manitobaines et Manitobains ont bénéficié d'interventions de cataracte, d'endoscopie, d'urologie, de dentisterie pédiatrique, de chirurgie plastique et d'autres procédures grâce à ces ententes.
- Supervision de la mise en place de services élargis de personnel infirmier spécialisé dans le traitement des victimes d'agression sexuelle (programme SANE) à Thompson et au Pas ainsi que des améliorations apportées au sein de Santé de Prairie Mountain, avec le soutien du Centre des sciences de la santé. Il s'agissait de faire le suivi du recrutement et de la formation des infirmières SANE (infirmières examinatrices des cas d'agression sexuelle) dans chaque région et d'initier l'élaboration d'un programme SANE provincial.
- Engagement de la direction des organismes de prestation de services pour évaluer les défis du programme afin d'améliorer le Programme de transport des malades du Nord. Le programme prévoit le remboursement des frais médicaux des résidents du Nord qui se font soigner en dehors de leur communauté de résidence.
- Achèvement de l'installation et de la rénovation d'un tomodensitomètre au Centre de santé de Swan Valley à Swan River. Le tomodensitomètre a été livré, installé et mis en service comme prévu. La formation du personnel a été achevée et accréditée par le Programme d'assurance de la qualité du Manitoba. Le tomodensitomètre améliore l'accès aux services pour les habitants de Swan River et des communautés environnantes en fournissant des soins plus proches du domicile. Cet équipement devrait permettre de réduire les transferts en ambulances vers d'autres établissements, ce qui représente un gain de temps et d'argent. Cette initiative soutient l'engagement du gouvernement du Manitoba à améliorer l'expérience des patients et s'aligne sur les principes stratégiques visant à améliorer la qualité et l'accès pour tous les Manitobains.
- L'arriéré des cartes de santé a été résorbé et de nouvelles normes de service ont été établies, fixant un délai d'attente maximal de deux semaines à compter de la date de la demande pour la délivrance des cartes d'immatriculation du Manitoba.
- Analyse du processus d'enregistrement des cartes de santé et repérage des lacunes à l'origine des retards. Application d'une conception centrée sur l'humain, axée sur l'expérience du client et intégrant les commentaires des clients, du personnel de première ligne et des principaux représentants de la communauté afin de garantir la réussite des solutions. Il en résulte que le Ministère a réduit de 42 % le nombre de demandes de cartes de santé rejetées, le temps de traitement moyen est passé de 60 à 15 minutes et le délai d'exécution est passé de quatre mois à deux semaines.
- Mise en place d'un programme de remboursement pour les familles touchées par le tragique accident de véhicule automobile survenu près de la ville de Carberry en juin 2023. Le programme visait à aider les familles à faire face aux dépenses liées aux déplacements pour assister à des funérailles et rendre visite à des membres de la famille encore à l'hôpital. Il a été en fonction de juin à décembre 2023.
- Temps d'assistance moyen de 3 minutes pour les clients au téléphone avec le service d'enregistrement ou le service à la clientèle.
- Création de rapports pour suivre la charge de travail et assurer l'avancement des litiges en temps voulu, développement d'outils pour prioriser les demandes les plus importantes et amélioration de la gestion de la qualité.

Rendement des services d'urgence

- Investissement de 45 M\$ en 2023-2024 pour le projet de réaménagement du service des urgences de l'Hôpital Saint-Boniface, qui s'aligne sur le mandat en agrandissant le service des urgences pour accueillir 55 000 visites annuelles et en réglant les problèmes de circulation publique, de circulation des ambulances et de circulation. Le projet comprend une nouvelle construction de 130 000 pi² et la rénovation de l'espace existant du service des urgences. Ce projet en plusieurs phases devrait permettre l'ouverture du nouveau service des urgences à l'automne 2025.
- Investissement de 560 M\$ en 2023-2024 dans des projets prioritaires conformes au mandat du Ministère, en mettant l'accent sur les zones urbaines et rurales afin d'assurer un accès équitable à des soins de santé de qualité au Manitoba. Les investissements dans les hôpitaux et les salles d'urgence comprennent la construction de nouveaux centres de santé régionaux à Neepawa et Portage-la-Prairie, des projets de réouverture de certaines salles d'urgence fermées, ainsi que l'expansion et l'amélioration des installations d'Action cancer.
- Supervision du rendement des services d'urgence et des centres d'urgence mineure dans toute la province. Les organismes de prestation de services doivent rendre compte de l'amélioration du rendement, y compris des temps d'attente. Ces organismes ont pris des mesures pour s'attaquer aux temps d'attente des patients en mettant en œuvre des changements immédiats pour réduire les temps d'attente et en faisant participer le personnel de première ligne et le personnel médical à la recherche de solutions à court et à long terme pour atténuer les problèmes de flux de patients. Des fonds supplémentaires ont été alloués à plus de 150 lits pour remédier au blocage de l'accès et améliorer le flux des patients. En outre, le financement des services paramédicaux a été étendu pour permettre des sorties sept jours sur sept, ce qui a également contribué à réduire le blocage de l'accès et à améliorer le flux global des patients.

Santé autochtone

- Investissement de plus de 271 000 \$ dans le service de soins mobiles du Aboriginal Health and Wellness Centre, qui fournit des services de lutte contre le VIH et les ITSS dirigés par des Autochtones aux personnes non logées ou logées de façon précaire, en plus d'autres services de soins primaires intégrés; et soutien continu au Ka Ni Kanichik's Mino Pimatisiwin Sexual Wellness Lodge.
- Progression de la formation sur la réconciliation pour mieux servir les diverses populations autochtones et élaboration de politiques répondant aux besoins des Premières Nations, des Inuits et des Métis au Manitoba, en atteignant un taux de réussite de 66 % parmi le personnel avant 2023-2024. En outre, les efforts visant à améliorer les taux d'achèvement du programme manitobain de formation à la sécurisation culturelle des Autochtones du Manitoba ont été renforcés par une approche de réconciliation à plusieurs volets, y compris un exercice général pour les hauts dirigeants et des partenariats permanents pour mettre en œuvre de nouvelles stratégies chaque année.
- Soutien aux organismes de prestation de services dans la lutte contre le racisme en participant au Comité de lutte contre le racisme présidé par Soins communs. Le Comité a lancé Pour mettre fin au racisme sur le site Web de Soins communs en janvier 2023. Le site propose des ressources sur le racisme et les sujets connexes, des plans d'action des comités et des ressources éducatives sur les lacunes en matière d'équité dans le domaine de la santé et sur le racisme visant spécifiquement les Autochtones.

Culture, rétention, recrutement et formation de la main-d'œuvre

- Direction conjointe avec Doctors Manitoba du modèle de financement Family Medicine Plus (FM+) reconnaissant le rôle unique des médecins de famille dans la prestation de soins primaires tout au long de la vie des patients. FM+ a été développé dans le cadre du nouvel accord sur les services de médecin.
- Le Ministère a commencé à travailler sur une nouvelle stratégie provinciale en matière de ressources humaines dans le secteur de la santé, par la création d'un nouveau bureau de recrutement et de maintien en poste du personnel de la santé.

Stabilité et responsabilité fiscales au niveau du système

- Organisation de réunions régulières sur le rendement avec l'équipe dirigeante de chaque organisme de prestation de services afin de superviser le rendement global et de discuter des attentes en matière d'amélioration. Cette approche a permis d'identifier et de résoudre en collaboration les problèmes liés à la planification, à la politique, au financement et à d'autres domaines.
- Amélioration du processus d'élaboration du plan d'exploitation annuel pour les organismes de prestation de services, afin de garantir la responsabilité fiscale et l'élaboration de plans stratégiques et d'exploitation adéquats. Il s'agissait notamment de mettre à jour le processus de planification stratégique, ce qui a conduit à la création de plans pluriannuels évolutifs.
- Planification et début d'élaboration du processus d'évaluation des analyses de rentabilité afin de renforcer le processus de proposition de programme pour le Ministère et le système de santé dans son ensemble. Le processus d'évaluation des analyses de rentabilité vise à simplifier l'approche des organismes de prestation de services et d'autres organismes provinciaux dans l'élaboration de propositions d'investissement.
- Amélioration du référentiel de données provincial afin de faciliter l'accès des acteurs du système de santé aux principales données. Il s'agissait notamment de consolider et de rationaliser les plateformes technologiques, l'infrastructure et les ressources en matière de données, ainsi que d'exploiter et d'étendre les outils de veille stratégique et les produits analytiques afin d'améliorer l'utilisation des données par les parties prenantes du système de santé.
- Achèvement des modules de formation à la fonction de contrôleur par 100 % du personnel financier menant au renforcement de la fonction de contrôleur financier et de la responsabilisation au sein du Ministère.

Department Performance Measurement

The departmental strategic objectives reflect the elected government priorities listed in the department mandate letters. Departments align their current work along with newly received mandate items, in their supplement. The re-introduction of mandate letters represents a renewed approach designed to align departmental efforts more closely with elected government direction. Objectives, key initiatives, and performance measures are described in more detail in the following section.

Vision

Excellent whole person integrated healthcare for all Manitobans.

Mission

Ensure the delivery of safe, accessible, sustainable, accountable health care for Manitoba patients, families and seniors that is as close to home as possible.

Values

- Promote Equity: We strive for fairness when promoting wellness and providing healthcare across the province.
- Champion Quality: We cultivate a collaborative environment and have the courage to drive continuous improvement, evidence-based solutions, and innovation for sustainable and excellent healthcare delivery.
- Foster Adaptability: We are nimble and react with timeliness to an ever-changing environment.
- Accountable: We practice strong oversight, due diligence, and fiscal responsibility, acting as effective stewards of the health care system.
- Respect the Workforce: We are committed to building an inclusive, diverse, engaged, resilient, caring, and supportive environment that fosters excellent service, personal development, and professional growth.
- Value the Community: We are committed to equitable people-centered service planning and delivery for all. We are dedicated to the advancement of Indigenous reconciliation.

Provincial Themes and Department Objectives

Rebuilding Health Care

Improved Access to Services including Primary and Community Care

1. Improve access
2. Improve primary and community care
3. Improve seniors care
4. Improve women's health
5. Improve quality of care
6. Expand use of electronic medical records

Emergency Department Performance

7. Improve emergency department performance

Indigenous Health

8. Address inequities to support Indigenous health outcomes.

Safer, Healthier Communities

Improved Access to Services including Primary and Community Care

9. Improve access to French language education, health care and services

A Government that Works for You

Workforce Culture, Retention, Recruitment and Training

10. Workforce culture, retention, recruitment, and training

System level Fiscal Stability and Accountability

11. Ensure government commitments are met in a fiscally responsible way by maximizing value for money, redirecting non-clinical and bureaucratic costs towards front-line services and holding service delivery organizations accountable for their financial performance.

Mesure de la performance du ministère

Les objectifs stratégiques ministériels reflètent les priorités du gouvernement élu, qui sont décrites dans les lettres de mandat. Le gouvernement a désigné cinq thèmes provinciaux (Réduire les coûts pour les familles, Rebâtir le système de soins de santé, Faire croître notre économie, Des collectivités plus sûres et plus saines et Un gouvernement qui travaille pour vous) sous lesquels sont répertoriés les objectifs ministériels.

Vision

D'excellents soins de santé holistiques pour tous les Manitobains.

Mission

Assurer la fourniture de soins de santé sécuritaires, accessibles, durables et responsables aux patients, aux familles et aux personnes âgées du Manitoba, aussi près de la maison que possible.

Valeurs

- Promouvoir l'équité : Nous visons l'équité dans la promotion du bien-être et la fourniture de soins de santé dans la province.
- Promouvoir la qualité : Nous cultivons un environnement collaboratif et avons le courage de favoriser l'amélioration continue, les solutions fondées sur les données probantes et l'innovation, afin de fournir d'excellents soins de santé durables.
- Favoriser l'adaptabilité : Nous sommes souples et nous adaptons rapidement à un environnement en constante évolution.
- Encourager la responsabilité : Nous exerçons une surveillance étroite, et faisons preuve de diligence raisonnable et de responsabilité financière, agissant comme des intendants efficaces du système de soins de santé.
- Respecter la main-d'œuvre : Nous nous engageons à bâtir un environnement inclusif, diversifié, engagé, résilient, aidant et sûr qui favorise l'excellence dans le service, l'épanouissement personnel et la croissance professionnelle.
- Valoriser la communauté : Nous nous engageons à planifier et à fournir un service équitable et axé sur les gens. Nous avons à cœur l'avancement de la réconciliation avec les peuples autochtones.

Thèmes provinciaux et objectifs ministériels

Rebâtir notre système de soins de santé

Amélioration de l'accès aux services, y compris aux soins primaires et communautaires

1. Améliorer l'accès aux services de santé
2. Améliorer les soins primaires et communautaires
3. Améliorer les soins aux personnes âgées
4. Améliorer la santé des femmes

5. Améliorer la qualité des soins
6. Accroître l'usage de dossiers médicaux électroniques

Rendement des services d'urgence

7. Améliorer la performance des services d'urgence

Santé autochtone

8. S'attaquer aux inégalités pour favoriser la santé des Autochtones.

Collectivités plus sécuritaires et plus saines

Amélioration de l'accès aux services, y compris aux soins primaires et communautaires

9. Améliorer l'accès à l'enseignement, aux soins de santé et aux services en français

Un gouvernement qui travaille pour vous

Culture, rétention, recrutement et formation de la main-d'œuvre

10. Culture, rétention, recrutement et formation de la main-d'œuvre

Stabilité et responsabilité fiscales au niveau du système

11. Veiller à ce que les engagements du gouvernement soient respectés d'une façon financièrement responsable grâce à l'optimisation des ressources et à la réaffectation des fonds alloués aux dépenses bureaucratiques et non cliniques vers les services de première ligne et en veillant à ce que les organismes de prestation de services soient responsables de leur performance financière.

Department Performance Measurement - Details

The following section provides information on key performance measures for Manitoba Health, Seniors and Long-Term Care for the 2023-24 reporting year. All Manitoba government departments include a performance measurement section in a standardized format in their annual reports.

Performance indicators in Manitoba government annual reports are intended to complement financial results and provide Manitobans with meaningful and useful information about government activities and their impact on the province and its citizens.

Rebuilding Health Care

Improved Access to Services including Primary and Community Care

1. Improve access

Key Initiatives

- **Address wait times for surgical services:** the department undertook procurement efforts aligned with the planning of priority medical procedures to address prolonged wait times and the backlog of postponed surgical and diagnostic procedures due to the COVID-19 pandemic. The department monitored wait times for priority surgical and diagnostic procedures, including cardiac surgery, cataract surgery, CT scans, bone density scans, MRIs, myocardial perfusions, ultrasounds, and orthopedic hip and knee surgeries: <https://www.gov.mb.ca/health/dsrecovery/progress.html>.
- **St. Boniface General Hospital redevelopment:** the minister's mandate letter prioritizes enhancing patient care and reducing wait times. The St. Boniface Hospital Emergency Department Redevelopment initiative aligns with this mandate by expanding the emergency department to accommodate 55,000 annual visits, to address public traffic, ambulance traffic and circulation issues. The project involves 130,000 square feet of new construction and renovation of existing emergency department space. This is a multi-phased project, with the new emergency department scheduled to open in the fall of 2025. The total capital investment in 2023-24 for this project was \$45M.
- **Diagnostic and Surgical Recovery Task Force:** the department oversaw the winding down of the Diagnostic and Surgical Recovery Task Force in the fall of 2023. The resources and any outstanding proposals were transferred to Shared Health for review and implementation, where deemed appropriate.

Performance measures have been reorganized according to provincial themes and department objectives, while retaining their original numbering from Supplement to the Estimates of Expenditure 2023-24 for traceability: https://www.gov.mb.ca/health/annualreports/docs/health_suppl2324.pdf.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
5.a The percentage of the surgical and diagnostic backlog that has been eliminated (target is 100%)	0	-	100%	-

5.a The percentage of the surgical and diagnostic backlog that has been eliminated (target is 100%). This measure represents the percentage of the known backlog that has been eliminated across multiple service lines. With the completion of the pandemic backlog this measure is no longer being tracked. The department will continue to track wait times for all priority procedures.

2. Improve primary and community care

Key Initiatives

- **Response to the COVID-19 pandemic and recovery of core public health services:** The department continued to scale its response to COVID-19 in line with the evolving context of the virus. Moving beyond the acute response phase, efforts for 2023-24 focused on ongoing pandemic recovery, planning for the routine management of COVID-19 and other respiratory viruses and restoring core public health services. This work involved critical steps to enhance the alignment of core public health functions and resources, including population health assessment, health surveillance, health promotion, disease and injury prevention, health protection, and emergency preparedness and response. The department also addressed emerging public health priorities, particularly those intensified by the pandemic, such as the rising rates of HIV and STBBIs.
- **Assess and transition COVID-19 taskforce functions into the Public Health model and integrated within the Public Health organizational structure and functions:** In 2023-24, remaining COVID-19 taskforce roles were adjusted and merged into the provincial public health system as the department moved to regular management of COVID-19. This included incorporating service improvements and modernizations from the pandemic response into provincial vaccine programming and service delivery, such as online vaccine booking, centralized communication strategies, and community partnerships. The department aligned core public health functions, updating responsibilities for the Population and Public Health Branch (PPH). This involved integrating COVID-19 into routine workflows, introducing updated vaccine programs, reintegrating tobacco control, chronic disease prevention, and wellness functions, and working to align more closely with the core mandate and functions of public health systems across Canada in the post-pandemic period.
- **Work with the health system, and whole of government, to develop plans to ensure preparedness for future public health events or issues that may require incident command, addressing the disparities that were experienced in the COVID-19 pandemic:** The department collaborated with the health system and other government departments to understand and align on lessons learned from the pandemic, aiming for improved planning and coordination for future public health emergencies. Various teams identified and documented insights gained during the COVID-19 pandemic, and efforts are underway to incorporate these into emergency response plans, frameworks, and an organizational approach using an incident management system. Additionally, the department is actively exploring ways to enhance public

health emergency management expertise and clarify roles between organizations to optimize the provincial response.

- **Identify and implement strategies to reduce the impact of STBBIs and other priority health issues on the population:** In 2023-24, public health officials in Manitoba identified HIV and other STBBIs as provincial priorities due to the significant increase in infection rates over the past decade, and took the following actions:
 - invested more than \$527,000 for the Manitoba HIV Program to develop the infrastructure required to launch the Program to Access Treatment for HIV and Support (PATHS)
 - invested more than \$271,000 for the Aboriginal Health and Wellness Centre mobile care service to provide Indigenous-led HIV and STBBIs care to individuals who are unhoused or precariously housed, in addition to other wrap-around supports
 - approved a program to expand coverage of HIV medication for those without access or full coverage and prepared to implement the new program
 - continued to support Ka Ni Kanichihk's Mino Pimatisiwin Sexual Wellness Lodge, which provides culturally safe access to care and STBBIs services
 - invested \$1.9 million for the regional health authorities to pilot a staffing model of dedicated paraprofessional staff to support public health follow-up for STBBIs cases and contacts
 - worked with regional public health teams to develop the Provincial Population and Public Health Standards for Harm Reduction: Supply Distribution and Community Engagement
 - updated the provincial clinical guidance for HIV and Hepatitis C to reflect current clinical practice recommendations, and
 - developed an updated reference tool to assist health care providers in managing syphilis cases and updated other forms to enhance clinical management and reporting of STBBIs.
- **Increase immunization rates:** The department continued to work to increase immunization coverage rates after the COVID-19 pandemic. Work for 2023-24 included:
 - provided frequent communication to health care providers and the public regarding the importance of being up-to-date on immunizations
 - resumed the process for regional public health to contact home-schooled students, offering them the opportunity to receive immunizations
 - sent monthly letters to parents at various stages to remind them of any overdue immunizations for their children
 - distributed letters to families of young children born in 2019-2021 and behind on their immunizations after the COVID-19 pandemic
 - issued letters and broad public communications to encourage immunizations against measles for those eligible in response to increased cases in Canada and internationally
 - introduced a new process to improve immunization coverage rates for the newcomer population, which allowed those who received immunizations outside of Manitoba to submit their records for validation and inclusion in the provincial immunization registry. The individuals received a copy of their new Manitoba immunization record, identifying any additional immunizations they might have required, and
 - continued to support regional and community vaccine delivery and programming.
- **Establish collaborative processes with other departments and stakeholders to address the underlying determinants of health:** PPH and the chief provincial public health officer continued collaborating with other departments and stakeholders across the health and public health system and government to address the underlying determinants of health. This ongoing work is crucial for supporting a health-in-all-policies approach within government and communities. For example, in 2023-24, PPH initiated cross-departmental efforts to address HIV and other STBBIs, which disproportionately affect individuals who

may be structurally disadvantaged, such as those experiencing homelessness or precarious housing, mental health issues, substance use, poverty, stigma, or discrimination.

- **Develop a set of health indicators at the population level that can be used to inform priority setting and help monitor health outcomes:** The department continued to work on refining and applying lessons learned to enhance and solidify meaningful indicators to monitor population health outcomes and public health system performance. This work continues and remains a priority action to support meaningful investments and action in public health that advances better health outcomes for Manitobans.
- **Health Status of Manitobans Report:** In 2023-24, the Office of the Chief Provincial Public Officer prepared for the upcoming Health Status of Manitobans Report, which is anticipated to be released in 2025. The report will focus on the social determinants of health and their impact on the population. The report will allow for the engagement of other departments and their role in health outcomes, focusing on a health in all policies approach.

The following three key initiatives were previously listed under the Department of Manitoba Mental Health and Community Wellness:

- **Release and implement a provincial Tobacco and Vape Reduction Action Plan:** In 2023-24, the government invested an additional \$60,000 for the Canadian Cancer Society to promote the Smoker's Helpline among Manitoba youth. The department will continue to engage with stakeholders and service delivery organizations to address youth vaping, support commercial tobacco cessation and reduce the risk of chronic disease.
- **Implement Year 1 of the Manitoba Diabetes Action Plan:** In 2023-24, the department implemented the following Year 1 actions:
 - invested \$6 million to expand coverage of insulin pumps and advanced glucose monitors for all eligible Manitobans with diabetes
 - invested \$300,000 for the delivery of land-based youth camps in partnership with Kinonjeoshtegon First Nation, and
 - provided input on Education and Early Childhood Learning's new physical education and health curriculum, scheduled for roll out in the fall of 2024.
- **Implement action items identified in the Healthy Together Now program review, strengthening community-led chronic disease prevention initiatives across the province:** In 2023-24, responsibility for the Healthy Together Now program was reintegrated to improve alignment of chronic disease prevention initiatives within the public health portfolio. Moving forward, the department will continue to support and enhance this work, enabling communities to plan and deliver sustainable, community-led chronic disease prevention initiatives for the benefit of Manitobans.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
1.d Increase the number of public health inspections of regulated facilities within the province	4565	6142	5600	6985
4.a Take action to reduce the number of newly diagnosed human immunodeficiency virus (HIV) cases in Manitoba	97	196	-	-
4.b Take action to reduce the number of confirmed congenital syphilis cases in Manitoba	29	-	-	-
4.c Increase the percentage of Manitoba residents aged 13 who have been continuously registered with MB Health and have received at least 1 dose of meningococcal conjugate ACYW vaccine	84.1%	71.1%	85%	-

1.d Increase the number of public health inspections of regulated facilities within the province. This measure will assess the change in number of routine public health inspections across all program areas in Manitoba, from one fiscal year to the next. Oversight and monitoring of regulated facilities such as restaurants, daycares, swimming pools, recreational camps and personal service facilities leads to safer food and safer facilities for the public to attend, and should correspond to better health outcomes, especially with regards to foodborne and waterborne diseases.

4.a Take action to reduce the number of newly diagnosed human immunodeficiency virus (HIV) cases in Manitoba. This measure tracks the number of new HIV diagnoses in Manitoba each year, excluding introduced cases. HIV disproportionately affects certain populations, including Indigenous peoples and those dealing with stigma, mental health issues, substance use, and insecure housing. Addressing HIV requires a comprehensive approach involving government coordination, community agencies, healthcare providers, and individuals affected by or at risk for HIV. Reducing HIV incidence involves long-term, multifaceted strategies. Despite dedicated efforts, more work is needed. The UN HIV targets aim for 95 per cent of people living with HIV to know their status, be on antiretroviral therapy, and achieve viral suppression. Manitoba's Annual Surveillance Update provides data on a calendar year basis, with 2022 data available and 2023 data pending review. Annual reports are published in December and available online at <https://gov.mb.ca/health/publichealth/surveillance/stbbi/index.html>.

4.b Reduce the number of confirmed congenital syphilis cases in Manitoba. This measure tracks confirmed congenital syphilis cases in Manitoba each year. Congenital syphilis can cause severe health problems, including stillbirths, death, and chronic conditions in infants, but it is preventable with appropriate treatment during pregnancy. Manitoba recommends three syphilis tests during pregnancy to prevent these outcomes. Reducing congenital syphilis cases through public health efforts will improve overall health by decreasing preventable chronic conditions in infants. Although the goal is to eliminate new cases, this requires time and multiple interventions. Data is reviewed and reported on a calendar year basis. Full year congenital syphilis

data for 2022 and 2023 calendar years were under review at the time of this report. Routine reporting is available at: <https://gov.mb.ca/health/publichealth/surveillance/stbbi/index.html>.

4.c Increase the percentage of Manitoba residents aged 13 who have been continuously registered with Manitoba Health and have received at least one dose of meningococcal conjugate ACYW vaccine.

Meningococcal disease can cause severe infections and death. Still, it is preventable with the Men-C-ACYW vaccine, which is offered to children at 12 months and in Grade 6 through Manitoba's School Immunization Program. The COVID-19 pandemic disrupted routine immunizations, leading to lower rates and a need for catch-up programs. The 2022-23 reported rates reflect data from the 2022 calendar year and do not include all catch-up efforts. Public health is working on new strategies to boost vaccination rates. Data for 2023 is pending review and analysis. Annual immunization surveillance reports are available online at: <https://www.gov.mb.ca/health/publichealth/surveillance/immunization/index.html>.

3. Improve seniors care

Key Initiatives

- **Personal care home standards modernization:** The department is committed to improving care for seniors in both community and long-term care settings. In 2023-24, the department gathered feedback from its 124 licensed personal care homes and other long-term care stakeholders, including residents, families, and staff. This feedback, along with research into leading practices, will inform
- the development of draft modernized personal care home standards, which place increased emphasis on resident experience, choice, quality of life, dignity of risk, and shared decision-making.
- **Public release of personal care home standards review reports:** The department publicly posted the reports generated from standards reviews of all of Manitoba's 124 licensed personal care homes during the 2023 calendar year. Sharing the reports allows Manitobans and their families to access evidence-based information about personal care home performance. Reports are posted on the Manitoba government's website: <https://www.gov.mb.ca/openmb/infomb/departments/pch/index.html>.
- **Undertake improvements to the Protection of Persons in Care Office processes and changes to legislation, regulations and policies:** In 2023-24, the Protection for Persons in Care Office cleared the backlog of investigations and made significant efforts to enhance its response to allegations of abuse and neglect in designated health care facilities. These efforts included strengthening policies, implementing investigative timelines, increasing staffing, and improving educational materials. Additionally, amendments to the definitions of abuse and neglect within The Protection for Persons in Care Act came into effect on January 1, 2024. These amendments broaden and clarify the definitions used to guide investigations.

The following key initiatives were previously listed under the Department of Manitoba Seniors and Long-Term Care:

- **Implement Manitoba, A Great Place to Age: Provincial Seniors Strategy:** On February 22, 2023, the former Seniors and Long-Term Care department launched Manitoba's seniors strategy, Manitoba, A Great Place to Age: Provincial Seniors Strategy. In 2023-24, the strategy's implementation continued with the introduction of several new initiatives aimed at helping seniors live independently, maintain active lifestyles, and stay connected to their families and communities.
- **Implement recommendations of the Stevenson Review:** A final report was released on the Stevenson Review, an independent external review following a serious COVID-19 outbreak at the Maples Long Term Care Home between October 20, 2020, and January 12, 2021. The government at the time commissioned an external review and accepted all 17 recommendations. In 2023-24, the department oversaw the implementation of these changes, with over 80 per cent of the recommendations completed.

- **Provide updates to Manitobans on the progress of implementing the Stevenson Review recommendations:** In the first part of 2023-24, the objective to provide updates on the implementation of the Stevenson Review recommendations was not achieved, as no updates were given to Manitobans.
- **Implement a whole-of-government seniors strategy to help aging Manitobans stay safe in their homes and communities, while building relationships with Indigenous partners to address shared priorities:** Indigenous seniors and elders want to age in their homes and communities, highlighting a growing need for better support. The department will continue collaborating with local leadership and communities to support new and innovative ways to deliver Indigenous health care.
- **Ensure that older residents, families, caregivers, service providers, and partners have a voice in decision-making and stay informed about seniors related strategies and initiatives:** Consultations included community members, government representatives, and other stakeholder partners. In 2023-24, activities focused on planning for the implementation of seniors initiatives. Moving forward, the department will continue engaging with government and Indigenous partners on seniors-related initiatives.
- **Provide updates to Manitobans on the outcomes of consultations, announce the launch of initiatives, and report on performance measures to ensure that all interested parties are informed about local service changes related to Manitoba’s seniors strategy:** The former department of Seniors and Long-Term Care made seven announcements in early 2023-24 related to the launch of initiatives related to Manitoba’s seniors strategy.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
1.c Percentage of referrals to The Protection for Persons in Care Office that are reviewed within three days, by fiscal year	-	-	100%	98.19%

1.c Percentage of referrals to The Protection for Persons in Care Office that are reviewed within three days, by fiscal year. This measure describes the percentage of cases for which the target of three working days is achieved between a PPCO referral being processed at intake and an investigator’s initial review. This measure will help to reduce the wait time associated with responding to the PPCO’s 2000 plus referrals annually and was not tracked during previous years.

4. Improve women's health

Key Initiatives

- **Sexual Assault Nurse Examiner (SANE) Program:** The department oversaw the implementation of SANE services in Thompson and The Pas and enhanced these services within Prairie Mountain Health, with support from the Health Sciences Centre. This oversight included monitoring the recruitment and training of SANE nurses in each region. The department is mandated to provide responsive and compassionate care to survivors of sexual assault and is working on creating a provincial SANE strategy to improve access to care in rural and northern communities.
- **Safe Abortion Services Act:** In an interdepartmental effort, the Manitoba government has introduced legislation to create buffer zones around facilities that provide abortion services and abortion service providers' homes. This measure aims to ensure that reproductive health care is safe for those who provide and seek these services.

The following key initiative was previously listed under the Department of Manitoba Mental Health and Community Wellness:

- **Social impact bond for women's heart health:** The department continued to support, Her Heart Her Way, a two-year social impact bond delivered by the Reh-Fit Centre that provides behavioural-health mentoring to women at risk of heart disease. The project aims to reduce systolic blood pressure and increase physical activity.

5. Improve quality of care

Key Initiatives

- **Modernize the reporting of critical incidents system:** The department continues to work collaboratively with Shared Health and the regional health authorities on updated patient safety policies and modernized incident reporting. The department has invested over \$500,000 in the digital occurrence and critical incident reporting system project. Implementation of this project will continue in 2024-25. The department is actively engaged in this project to ensure that it aligns with the department-approved deliverables in order to improve the response to patient safety events, promote learning and positive change, and increase the safety and quality of the health care system.
- **Monitor the client and citizen engagement conducted by Shared Health for the health system redesign:** The establishment of a provincial patient engagement network has provided a resource for the health system to hear the perspective of the patient in policy, planning, and programs. This was a key aspect of supporting a people-centered approach to care, policy, and planning.
- **Implement and oversee various inquests, Ombudsman and audit reports, including Manitoba Advocate for Children and Youth:** The department continued to monitor the health system's progress in addressing the recommendations from various reports, reviews, and audits aimed at improving the quality of care, finding efficiencies, and enhancing productivity.
- **Improve access and quality of gender-affirming care:** The department began work to remove barriers to gender-affirming care and ensure that practitioners across the province were familiar with the World Professional Association for Transgender Health guidelines to provide Manitoba patients with the highest quality of care.
- **Staffing and Human Resources:** The department implemented monetary incentives and system-level improvements for key professional groups, including nursing, support, allied health, physician assistants/clinical assistants, and medical residents and interns. The department has commenced work on a new provincial health human resource strategy through the newly established Health Care Recruitment and Retention Office. Adding staff to the health system is crucial in improving quality of care.

6. Expand use of electronic medical records

Key Initiatives

- The total ICT investment for 2023-24 was approximately \$87 million, of which \$40 million was allocated to consistent and accessible electronic medical records, replacing outdated methods such as paper charts and fax machines.

Projects advancing the electronic medical record (EMR) system in Manitoba include:

- **Enrolment and Episodic Information Sharing Project (\$15 million):** This initiative facilitates client enrolment with home clinics (primary clinics providing care) and improves information sharing between service providers. More than 283 clinics participated, and approximately 950,000 Manitobans were enrolled with a home clinic.
- **Digital Pathology (\$2 million):** The introduction of new scanners and image management software has eliminated manual data entry and reduced the rate of failed scans. This has led to faster throughput and enhanced image quality.
- **Implementation of Virtual Emergency consultation and Transfer Resource Service (VECTRS) (\$134,000):** Launched in the fall of 2023, VECTRS serves as a centralized single point of contact for emergency response services and emergency department physicians, allowing virtual clinicians to co-manage patients alongside on-site providers. The system tracks cases through an electronic medical record-based virtual emergency department.
- **Provincial Dictation and Transcription Solution (PDAT) (\$6 million):** This initiative replaced outdated dictation systems and expanded front-end voice recognition technology for real-time transcription into clinical records. It integrates existing clinical systems with electronic patient records, enhancing the speed at which clinical reports are added to a patient's file and improving the information flow among healthcare providers.
- **Brandon and Prairie Mountain Health Electronic Patient Record (\$17 million):** This project replaced the existing outdated electronic patient record previously used by Brandon Regional Health Centre and 21 smaller acute care facilities in the Prairie Mountain Health Region resulting in the creation of a centralized provincial patient database.

Emergency Department Performance

7. Improve emergency department performance

Key Initiatives

- Emergency Department waits:** The department continued to oversee the performance of emergency departments and urgent care centres across the province. Service delivery organizations are accountable for performance improvements, including wait times. These organizations took steps to address patient wait times by implementing immediate changes to reduce waits and engaging front-line staff and physicians in identifying both short and long-term solutions to mitigate existing patient flow challenges. Wait time indicators provide critical insights into the level of service Manitobans receive and drive efforts to improve outcomes.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
1.a 90th percentile ED/UCC wait time to see provider (hours), by month	3.9	6.6	3.9	7.7

1.a 90th percentile ED/UCC wait time to see a provider (hours), by month. This indicator measures the maximum amount of time that 9 out of 10 (90 per cent) of emergency department/urgent care (ED/UCC) patients waited to see a provider (physician, physician assistant, or nurse practitioner). The ED/UCC wait time is a key indicator of timely access to essential health services, helping to ensure appropriate patient care and foster positive health outcomes. It tracks the time from registration to when the patient is first seen by a provider. This measure includes ED/UCC facilities that utilize the emergency department information system (EDIS) for data collection.

Indigenous Health

8. Address inequities to support Indigenous health outcomes

Key Initiatives

- **Implement and maintain the required improvements in response to the Truth and Reconciliation Calls to Action:** The Manitoba government initiated a formal collaborative process with Manitoba Keewatinowi Okimakanak (MKO) and the Southern Chiefs' Organization (SCO) to identify priority work jointly.
- **Cultural competency and safety training:** The department supported the development of cultural competency and safety training in alignment with reconciliation priorities, as outlined in The Path to Reconciliation and the Truth and Reconciliation Commission (TRC) Calls to Action. The Public Service Commission (PSC) TRC Call to Action #57 Working Group, with support from provincial departments, includes a Procurement Team tasked with awarding contracts to Indigenous facilitators to design and deliver online and in-class training for civil servants. The virtual workshop offered an overview of:
 - Canada's colonial history and the ongoing impacts of colonialism
 - Understanding Indigenous rights and title
 - Situational contemporary conversations
 - Building culturally safe organizations, and
 - Working and engaging meaningfully with First Nations and Indigenous communities.
- **Truth and Reconciliation Commission training:** To better serve diverse Indigenous populations and develop policies that address the needs of First Nations, Inuit, and Métis in Manitoba, the department promoted the new Path to Reconciliation training. By April 2024, 66 per cent of departmental staff had completed the mandatory sections of this training.
- **Manitoba Indigenous cultural safety training:** The department is enhancing the completion rate for cultural safety training through a multi-pronged approach to reconciliation. This includes initiatives like a blanket exercise for senior leaders and ongoing partnerships to implement new strategies annually.
- **Anti-Racism initiatives in health care:** The department supported service delivery organizations in addressing racism by participating in the Disrupting Racism in Health Care Committee (DRHC) chaired by Shared Health. The DRHC launched the Disrupting Racism web presence on the Shared Health website in January 2023. The site has resources on racism and related subject matter, committee action plans, and educational resources on health equity gaps and Indigenous-specific racism.

Safer, Healthier Communities

Improved Access to Services including Primary and Community Care

9. Improve access to French language education, health care and services

Key Initiatives

- French Language Services:** The department is committed to addressing the specific needs of the Francophone community and improving service delivery. The French Language Service Plan outlines measures for the next five years to enhance the vitality of Manitoba’s Francophone community and support its development, including providing French language services related to departmental policies, programs, and services. By March 31, 2024, 30 per cent of staff have completed Active Offer training (offering service in French), a 9 per cent increase from 2023.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
1.b Percentage of phone call receptions providing active offer, annually	42%	66%	65%	68%

1.b Percentage of phone call receptions providing Active Offer, annually. Percentage of phone call receptions providing Active Offer, annually. Active Offer is to be provided during interactions with the public, e.g., on phone calls. This includes a greeting in both official languages and once the customer engages in French or English, the service is then provided in the language of their choice. Each phone line selected for audit will be called anonymously, and categorical/binary data will be collected of whether Active Offer was provided (binary response = yes/no) for each phone line. Monitoring the provision of Active Offer through an audit determines where improvements to services are needed to ensure that Manitobans are offered services in both official languages.

A Government that Works for You

Workforce Culture, Retention, Recruitment and Training

10. Workforce culture, retention, recruitment and training

Key Initiatives

- **Health human resource action plan:** The health human resource initiative, completed in August 2023, implemented monetary incentives and system-level improvements for key professional groups, including nursing, support, allied health, physician assistants/clinical assistants, and medical residents and interns. The department has commenced work on a new provincial health human resource strategy through the newly established Health Care Recruitment and Retention Office.
- **Employee feedback on respect in the workplace:** The department continued to promote employee participation in the Employee Engagement Survey. Leaders and internal committees focused on workplace culture and employee engagement, analyzing the survey data to understand employees' perceptions of a respectful workplace environment. Respondents indicated that the department continues to foster a respectful work environment, with 80 per cent of responses indicating a positive perception. The survey results were shared and discussed throughout the department through newsletters, leadership discussion tables, and branch-level meetings. This work aligns with the minister's mandate to change the culture in health care.
- **Staff completion of the Inclusion and Diversity in the Workplace and Building Respectful Workplaces training:** These training modules raise awareness of the core values of the Manitoba public service and promote a safe and welcoming workforce, advancing goals of improving office culture, staff retention and recruitment. For Inclusion and Diversity in the Workplace, 84.1 per cent of department employees have completed the mandatory diversity and inclusion training offered through the Public Service Commission, with a 13.1 per cent improvement from the 2022-23 baseline of 71 per cent. This training has been added to employee onboarding resources to encourage completion within the first fiscal year and every three years thereafter. For Building Respectful Workplaces, 54.5 per cent of department employees have completed the annual mandatory training, showing a 5.5 per cent decrease from the previous year. This training has also been included in employee onboarding resources to promote completion within the first six months of employment and annually thereafter.

The following key initiatives were previously listed under the Department of Manitoba Seniors and Long-Term Care:

- **Diversity and Inclusion and The Manitoba Values and Ethics Guide training:** By March 31, 2024, 100 per cent of the Seniors and Long-Term Care staff had completed the mandatory diversity and inclusion training from the Public Service Commission, designed to enhance understanding of diversity principles and align with The Manitoba Values and Ethics Guide.
- **Ensure managers promote continuous learning opportunities for staff by supporting them in developing learning plans and having development conversations:** As of March 31, 2024, all staff within the Seniors and Long-Term Care division had developed learning plans and engaged in performance development conversations. Moving forward, the division will be integrated into the department's objective to support continuous learning opportunities for staff.

System level Fiscal Stability and Accountability

11. Ensure government commitments are met in a fiscally responsible way by maximizing value for money, redirecting non-clinical and bureaucratic costs towards front-line services and holding service delivery organizations accountable for their financial performance.

Key Initiatives

- **Redesign of departmental accountability and commissioning functions in the health system:** Throughout 2023-24, department-wide activities contributed to the implementation of commissioning, including:
 - Combining the service delivery organizations' strategic plans and annual operating plans into a single activity to reduce duplication and better align with the government's overall strategic direction. This also included adjustments to the timelines for when plans were due.
 - Regular performance meetings with service delivery organizations were strengthened to advance a culture of performance management within the department and the health system including building systems and processes to hold the health system accountable for the care received by Manitobans.
 - The accountability framework was implemented to organize and align improvement efforts, track progress, and highlight successes in accordance with the Health System Governance and Accountability Act.
 - Following the accountability framework, the department improved performance monitoring tools to enhance discussions with service delivery organizations, focusing on areas of significant strategic importance to improve health care.
 - Work continued across the department to strengthen relationships with service delivery organizations, including small group sessions and bi-weekly meetings to review proposed changes to the annual operating plans model, as well as day-to-day interactions by department staff related to policy, planning, finance, performance reporting, and other areas.
 - Identified the business sub-processes related to commissioning to guide future work on aligning and integrating commissioning functions in the department.
- **Shared Support Services:** Work continued to establish coordinated and customer-focused shared services. By working cooperatively with Shared Health, the Provincial Clinical Teams, and SDOs, the department clarified and aligned work in supply chain management, capital planning, and clinical engineering.
- **Approve and implement department policies relating to amendments to the Health System Governance and Accountability Act:** Following the implementation of amendments to the Health System Governance and Accountability Act, the department developed and approved three new policies: the Clinical and Preventive Services Plan Policy, the Health Authority Health Services Delivery Policy, and the Provincial and Regional Shared Services Policy.
- **Proactive disclosure:** The department developed a process for identifying and releasing documents and reports related to the performance of the health system and the health status of Manitobans. This process improved the efficiency and effectiveness of posting information to Open MB.
- **Monitor the results of the health system dashboard and ensure that required improvements are implemented by health system partners:** The department continued to build and use tools to monitor health system performance. It also used performance data strategically to advance discussions about improving performance with health system leadership.
- **Comptrollership Training:** Due to the prioritization of health system initiatives, the department did not fully meet its 2023-24 target for all employees. Of note, 100% of financial staff have completed the required Comptrollership Training modules, reinforcing the department's commitment to financial comptrollership and accountability.

- **Achieve the capital budget:** A capital investment of \$560 million in 2023-24 prioritized projects to align with the department’s mandate, focusing on both urban and rural areas to ensure equitable access to quality healthcare in Manitoba. Hospital and emergency room investments include the construction of new regional health centres in Neepawa and Portage la Prairie, plans for re-opening some closed emergency rooms, and expanding and improving CancerCare facilities.
- **Paper Reduction:** The department continued to advance its efforts to reduce paper usage, aiming to enhance value for money and adopt more environmentally friendly practices. In the 2023-24 fiscal year, the department purchased 4,250 packages of paper, a decrease of 1,150 packages from the 5,400 purchased in 2022-23.

The following key initiatives were previously listed under the Department of Manitoba Seniors and Long-Term Care:

- **Measure operating expenditures each quarter:** In 2023-24, Seniors and Long-Term Care exceeded the budget for implementing the Stevenson Recommendations due to regional health authorities' faster-than-anticipated hiring to meet the new direct care hours. However, the department was under budget for other initiatives related to the Seniors strategy. Going forward, the division will focus on ensuring better alignment with budgetary allocations.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
8.c Increase the percentage of staff completing comptrollership training	-	-	90%	-
10.a Achieve the capital budget	-	247.1M	289.0M	615.9M
11.a Reduce paper usage (packages)	6506	5400	4695	4250
11.b Work within operating budget – Cost of health administration	-	113%	100%	120%

8.c Increase the percentage of staff completing comptrollership training. This measure supports a balanced budget by enhancing financial comptrollership and accountability among department employees. The department tracks the number of individuals who complete the required Comptrollership Framework Training modules for their specific roles, compared to the total number required to take the training. Due to the merging and shifting of departments, accurate reporting cannot be provided until internal staffing data has been fully reconciled.

10.a Achieve the capital budget. Total spending on health infrastructure projects including major capital projects, safety and security projects, medical and basic equipment and information technology initiatives according to the department’s strategic capital plan. The Manitoba government has committed to spending in the health sector to Manitobans, which includes capital investments for projects of strategic priority to bring care close to home communities, expand local services, improve access and address building safety and security issues. Additional funding was provided in the year for major health capital projects in order to meet the spending priorities of the government.

11.a Reduce paper usage. Paper usage is measured in packages of 500 sheets. The reduction in redundancy, waste and inefficiency will contribute to government’s commitment to provide value for money. The amount of paper purchased is a lead indicator for unnecessary paper-related operating expenditure.

11.b Work within operating budget – cost of health administration. Working within an operating budget is a key indicator of fiscal accountability, allowing the government to manage resources and support economic development. Health services, being one of the most costly and visible government expenditures, require effective budget management. This is tracked by comparing the Summary Operating Budget to the Summary Operating Forecast. In 2023-24, spending was 20 per cent above target due to additional funding approved through Main Estimates Supplement or Special Warrants for new initiatives and adjustments, resulting in departmental over-expenditures for the year.

Other Measures

These measures were established under the former Department of Manitoba Seniors and Long-Term Care and were reflected in the department's 2023-24 Supplement to the Estimates of Expenditure. Due to the department's reorganization on October 18, 2023, these measures were retired.

- Launch a target number of new or expanded initiatives to support seniors to stay in their home or community.
- Number of initiatives implemented to support safe, accessible communities for ageing Manitobans.
- Number of initiatives implemented to support communication and navigation for ageing Manitobans.
- Number of financial security initiatives implemented for ageing Manitobans.
- Number of initiatives implemented to reduce ageism and ableism.
- Number of initiatives implemented to support high quality services for ageing Manitobans.
- Implement a target percentage of Stevenson Review recommendations.
- Number of meaningful consultations with rights holding governments including First Nations, Red River Métis and Inuit people.
- Number of new to Manitoba seniors strategy design elements.
- Advance the development and implementation of a partnership and advisory structure for implementation of the seniors strategy.
- Achieve a target number of Stevenson Review updates.
- Number of seniors strategy updates.

FINANCIAL DETAILS

Consolidated Actual Expenditures

This table includes the expenditures of the department and Other Reporting Entities that are accountable to the minister and aligns to the Summary Budget.

Health, Seniors and Long-Term Care includes the following OREs:

- Seven service delivery organizations: CancerCare Manitoba, five regional health authorities, and Shared Health are consolidated with the Funding to Health Authorities appropriation.
- Personal Care Homes, Community Health Agencies, Rehabilitation Centre for Children, Inc., and St. Amant are funded by the service delivery organizations.

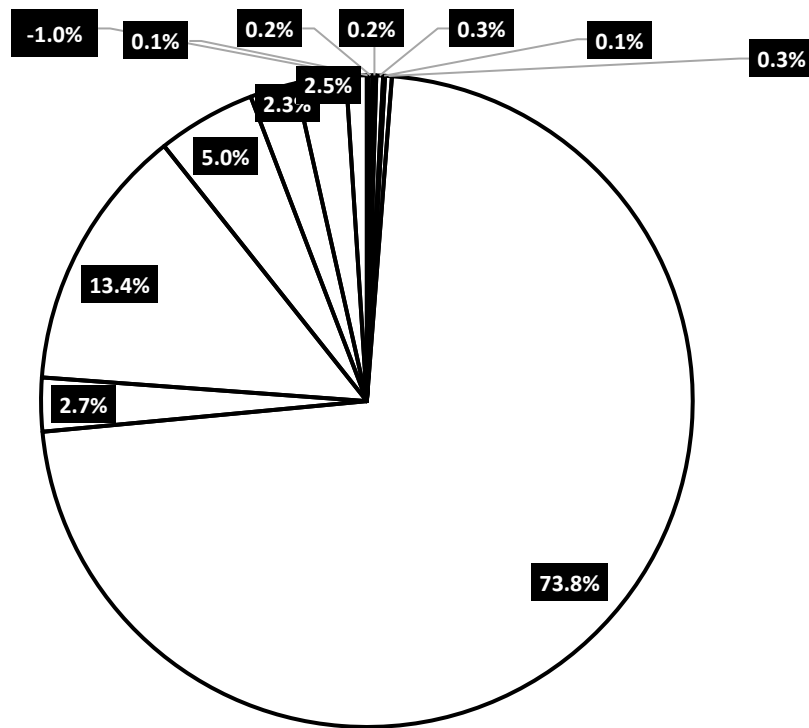
Consolidated Actual Expenditures

For the fiscal year ended March 31, 2024, with comparative figures for the previous fiscal year \$(000s)

	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	2023-24 Actual	2022-23 Actual
Main Appropriations					
Finance	6,863			6,863	6,135
Health Policy and Planning	18,669			18,669	14,725
Insurance	16,234			16,234	12,950
Public Health	30,941			30,941	25,183
Performance and Oversight	8,328			8,328	5,939
Seniors and Long-Term Care	30,689			30,689	19,744
Funding to Health Authorities	5,044,782	7,085,080	(5,549,571)	6,580,291	5,788,458
Provincial Health Services	242,055			242,055	219,147
Medical	1,818,993		(621,311)	1,197,682	1,050,040
Pharmacare	444,678			444,678	377,569
Costs Related to Capital Assets of Other Reporting Entities	208,592			208,592	203,745
Costs Related to Capital Assets (NV)	559	225,590	400	226,549	191,506
Interfund Activity			(93,098)	(93,098)	(38,498)
TOTAL	7,871,383	7,310,670	(6,263,580)	8,918,473	7,876,643

NV – Non-Voted

Percentage Distribution of Consolidated Actual Expenditures by Operating Appropriation, 2023-24, Actuals



73.8%	Funding to Health Authorities
13.4%	Medical
5.0%	Pharmacare
2.7%	Provincial Health Services
2.5%	Costs Related to Capital Assets (NV)
2.3%	Costs Related to Capital Assets of Other Reporting Entities
0.3%	Public Health
0.3%	Seniors and Long-Term Care
0.2%	Health Policy and Planning
0.2%	Insurance
0.1%	Performance and Oversight
0.1%	Finance
-1.0%	Interfund Activity

Summary of Authority

Part A – Operating	2023-24 Authority \$ (000s)
2023-24 MAIN ESTIMATES – PART A	6,893,257
Allocation of funds from: Internal Service Adjustments	367,840
Sub-total	7,261,097
In-year re-organization from:	
Sub-total	-
2023-24 Authority	7,261,097

Part B – Capital Investment	2023-24 Authority \$ (000s)
2023-24 MAIN ESTIMATES – PART B	950
Allocation of funds from: Sub-total	950
2023-24 Authority	950

Part D – Other Reporting Entities Capital Investment	2023-24 Authority \$ (000s)
2023-24 MAIN ESTIMATES – PART D	288,913
Transfer of funds from:	
Transportation and Infrastructure*	82,000
Education and Early Childhood Learning*	64,312
Sub-total	146,312
In-year re-organization from:	
Internal Service Adjustments	192,000
Central Capital Department Budget Transfers	-
Sub-total	338,312
2023-24 Authority	627,225

*Amount transferred under authority of subsection 8(1) of The Appropriation Act, 2023, S.M. 2023, c.3

Detailed Summary of Authority by Appropriation \$(000s)

Detailed Summary of Authority	2023-24 Printed Estimates	In-Year Re-organization	Virement	Enabling Authority	Transfer*	Authority 2023-24	Supplementary Estimates
Part A – OPERATING (Sums to be Voted)							
Finance	7,886	258	(1,283)	-	-	6,861	-
Health Policy and Planning	18,302	-	367	-	-	18,669	-
Insurance	15,189	-	1,043	-	-	16,232	-
Public Health	28,572	5,762	(3,393)	-	-	30,941	-
Performance and Oversight	9,274	-	(946)	-	-	8,328	-
Seniors and Long-Term Care	-	37,529	(6,030)	-	-	31,499	-
Funding to Health Authorities	4,330,825	71,475	(172,249)	347,725	-	4,577,776	467,007
Provincial Health Services	233,511	-	7,542	-	-	241,053	1,000
Medical	1,483,442	-	185,392	20,115	-	1,688,949	118,953
Pharmaceuticals	442,899	-	(8,261)	-	-	434,638	10,040
Costs Related to Capital Assets of Other Reporting Entities	207,890	-	(2,298)	-	-	205,592	3,000
Subtotal	6,777,790	115,024	(116)	367,840	-	7,260,538	600,000
Part A – OPERATING (NV)							
Costs Related to Capital Assets	443	-	116	-	-	559	-
TOTAL PART A - OPERATING	6,778,233	115,024	-	367,840	-	7,261,097	600,000
Part B – CAPITAL INVESTMENT							
Capital Assets							
General Assets	950	-	-	-	-	950	-
TOTAL PART B - CAPITAL INVESTMENT	950	-	-	-	-	950	-
Part D – OTHER REPORTING ENTITIES CAPITAL INVESTMENT							
Other Reporting Entities							
TOTAL Part D – OTHER REPORTING ENTITIES CAPITAL INVESTMENT	288,913	-	-	192,000	146,312	627,225	-
TOTAL Part D – OTHER REPORTING ENTITIES CAPITAL INVESTMENT	288,913	-	-	192,000	146,312	627,225	-

*Amount transferred under authority of subsection 8(1) of The Appropriation Act, 2023, S.M. 2023, c.3

NV – Non-Voted

Part A: Expenditure Summary by Appropriation

Departmental Actual Expenditures

For the fiscal year ended March 31, 2024, with comparative figures for the previous fiscal year \$(000s)

Authority 2023-24	Appropriation	Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
	1. FINANCE				
84	(a) Minister's Salary	85	85	-	
	(b) Executive Support				
1,956	Salaries and Employee Benefits	2,187	1,897	290	
271	Other Expenditures	103	165	(62)	1
	(c) Administration				
280	Salaries and Employee Benefits	302	294	8	
26	Other Expenditures	9	11	(2)	
	(d) Comptrollership				
1,663	Salaries and Employee Benefits	1,653	1,475	178	
168	Other Expenditures	178	166	12	
388	Grant Assistance	388	355	33	
	(e) Financial Commissioning				
1,922	Salaries and Employee Benefits	1,917	1,562	355	
103	Other Expenditures	41	125	(84)	1
6,861	Subtotal 21.1	6,863	6,135	728	

Explanation(s):

1. Year-over-year decrease in miscellaneous operating expenditures.

Authority 2023-24	Appropriation	Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
2. HEALTH POLICY AND PLANNING					
(a) Administration					
292	Salaries and Employee Benefits	344	310	34	
66	Other Expenditures	87	97	(10)	
(b) Infrastructure					
1,300	Salaries and Employee Benefits	1,048	656	392	1
7,809	Other Expenditures	9,016	7,366	1,650	2
(c) Planning and Knowledge Management					
2,980	Salaries and Employee Benefits	2,817	1,842	975	1
1,687	Other Expenditures	1,590	1,018	572	3
97	Grant Assistance	17	65	(48)	4
(d) Policy and Standards					
1,501	Salaries and Employee Benefits	1,221	924	297	
1,136	Other Expenditures	951	858	93	
4	Grant Assistance	4	4	-	
(e) Quality and Citizen Experience					
697	Salaries and Employee Benefits	544	607	(63)	
1,100	Other Expenditures	1,030	978	52	
18,669	Subtotal 21.2	18,669	14,725	3,944	

Explanation(s):

1. Primarily due to the new Manitoba Government Employee Union (MGEU) Collective Agreement and filling of vacancies.
2. Primarily due to higher prices.
3. Primarily due to new Continuing Service Agreement for Toba Centre.
4. Year-over-year decrease in grant assistance.

Authority 2023-24	Appropriation	Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
3. INSURANCE					
(a) Administration					
271	Salaries and Employee Benefits	318	386	(68)	
39	Other Expenditures	83	21	62	1
(b) Department Services					
2,401	Salaries and Employee Benefits	2,309	1,980	329	
350	Other Expenditures	570	400	170	
(c) Non-Insured Benefits					
4,243	Salaries and Employee Benefits	3,864	3,051	813	2
1,152	Other Expenditures	1,129	624	505	1
414	Grant Assistance	329	329	-	
(d) Insured Benefits					
5,779	Salaries and Employee Benefits	6,049	4,845	1,204	2
1,583	Other Expenditures	1,583	1,314	269	
16,232	Subtotal 21.3	16,234	12,950	3,284	

Explanation(s):

1. Year-over-year increase in miscellaneous operating expenditures.
2. Primarily due to the MGEU Collective Agreement and filling of vacancies.

Authority 2023-24	Appropriation	Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
4. PUBLIC HEALTH					
(a) Administration					
280	Salaries and Employee Benefits	261	216	45	
77	Other Expenditures	141	144	(3)	
(b) Population and Public Health					
15,019	Salaries and Employee Benefits	15,019	11,024	3,995	1
9,004	Other Expenditures	9,004	8,031	973	2
1,109	Grant Assistance	927	855	72	
(c) Intergovernmental and Indigenous Relations					
1,015	Salaries and Employee Benefits	790	684	106	
16	Other Expenditures	104	89	15	
(d) Office of the Chief Provincial Public Health Officer					
1,000	Salaries and Employee Benefits	1,091	1,159	(68)	
22	Other Expenditures	23	1	22	
(e) Legislative Unit					
815	Salaries and Employee Benefits	815	776	39	
264	Other Expenditures	97	95	2	
(f) Licensing and Compliance					
2,142	Salaries and Employee Benefits	1,937	1,865	72	
178	Other Expenditures	732	244	488	3
30,941	Subtotal 21.4	30,941	25,183	5,758	

Explanation(s):

1. Primarily due to the MGEU Collective Agreement and filling of vacancies
2. Primarily due to the Smoking Cessation Social Impact Bond (SIB).
3. Primarily due to the establishment of the Office of the Commissioner for the Protection for Person in Care Office (PPCO).

Authority 2023-24	Appropriation	Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
5. PERFORMANCE AND OVERSIGHT					
(a) Administration					
412	Salaries and Employee Benefits	423	214	209	1
67	Other Expenditures	54	166	(112)	2
(b) Accountability Management					
1,089	Salaries and Employee Benefits	848	230	618	1
83	Other Expenditures	23	59	(36)	2
(c) Health Services Commissioning					
1,275	Salaries and Employee Benefits	1,275	943	332	1
91	Other Expenditures	191	49	142	3
(d) Information Management and Analytics					
4,469	Salaries and Employee Benefits	4,469	3,798	671	1
842	Other Expenditures	1,045	480	565	3
8,328	Subtotal 21.5	8,328	5,939	2,389	

Explanation(s):

1. Primarily due to the MGEU Collective Agreement and filling of vacancies.
2. Year-over-year decrease in miscellaneous operating expenditures.
3. Year-over-year increase in miscellaneous operating expenditure

Authority 2023-24	Appropriation	Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
6. SENIORS AND LONG-TERM CARE					
(a) Administration					
186	Salaries and Employee Benefits	211	178	33	
10	Other Expenditures	27	8	19	
(b) Seniors and Long-Term Care					
486	Salaries and Employee Benefits	499	312	187	
30,817	Other Expenditures	29,952	19,246	10,706	1
31,499	Subtotal 21.6	30,689	19,744	10,945	

Explanation(s):

1. Primarily due to the implementation of various Seniors initiatives such as the Hearing Aid, and Home Modification programs.

Authority 2023-24	Appropriation	Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
	7. FUNDING TO HEALTH AUTHORITIES				
	(a) Acute Care Services - Funding to Service Delivery Organizations				
10,107	Other Expenditures	133	10,086	(9,953)	1
2,907,620	Grant Assistance	3,385,197	3,115,233	269,964	2
	(b) Long-Term Care Services - Funding to Service Delivery Organizations				
738,216	Grant Assistance	738,216	693,462	44,754	2
	(c) Home Care Services - Funding to Service Delivery Organizations				
408,399	Grant Assistance	411,587	382,825	28,762	2
	(d) Community Health Services - Funding to Service Delivery Organizations				
285,004	Grant Assistance	281,220	246,741	34,479	2
	(e) Emergency Response and Transport Services - Funding to Service Delivery Organizations				
228,430	Grant Assistance	228,429	193,768	34,661	2
4,577,776	Subtotal 21.7	5,044,782	4,642,115	402,667	

Explanation(s)

1. Primarily due to accounting adjustment.
2. Primarily due to price and volume increases.

Authority 2023-24	Appropriation	Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
	8. PROVINCIAL HEALTH SERVICES				
	(a) Out-of-Province				
62,986	Other Expenditures	67,321	50,083	17,238	1
	(b) Blood Transfusion Services				
76,623	Other Expenditures	77,696	73,841	3,855	2
	(c) Federal Hospitals				
2,579	Other Expenditures	3,778	3,713	65	
	(d) Ancillary Programs				
34,231	Other Expenditures	27,567	22,051	5,516	3
	(e) Nursing Recruitment and Retention Initiatives				
4,016	Other Expenditures	4,343	5,074	(731)	4
	(f) Manitoba Learning Health System Network				
3,750	Other Expenditures	3,992	3,701	291	
	(g) Immunizing Agents, Biologics and Drugs				
31,827	Other Expenditures	36,946	33,843	3,103	1
	(h) Health Transformation				
25,041	Other Expenditures	20,412	26,841	(6,429)	5
241,053	Subtotal 21.8	242,055	219,147	22,908	

Explanation(s):

1. Primarily due to volume increases.
2. Primarily due to increased utilization of blood and blood related products.
3. Primarily due to volume increases for prosthetic and orthotic devices.
4. Primarily due to lower administration cost in 2023/24.
5. Primarily due to delays in the implementation of Health Transformation Initiatives.

Authority 2023-24	Appropriation	Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
	9. MEDICAL				
	(a) Fee-For-Service				
980,538	Other Expenditures	1,079,095	966,593	112,502	1
	(b) Alternate Funding				
601,961	Other Expenditures	621,311	449,145	172,166	1
	(c) Other Professionals				
31,106	Other Expenditures	29,370	28,757	613	
	(d) Out-of-Province Physicians				
33,044	Other Expenditures	35,640	30,107	5,533	1
	(e) Physician Recruitment and Retention Program				
42,300	Other Expenditures	53,577	24,583	28,994	2
1,688,949	Subtotal 21.9	1,818,993	1,499,185	319,808	

Explanation(s):

1. Due to increase in price from the Doctor's Manitoba Agreement, and higher volume.
2. Primarily due to incentives to physicians.

Authority 2023-24	Appropriation	Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
	10. PHARMACARE				
	(a) Drug Programs				
513,330	Other Expenditures	523,237	453,532	69,705	1
	(b) Drug Expenditures Incurred by the Department of Families				
(78,692)	Other Expenditures	(78,559)	(75,963)	(2,596)	2
434,638	Subtotal 21.10	444,678	377,569	67,109	

Explanation(s):

1. Primarily due to higher price and volume.
2. Primarily due to higher recoveries from the Department of Families due to higher price and volume.

Authority 2023-24	Appropriation	Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
	11. COSTS RELATED TO CAPITAL ASSETS OF OTHER REPORTING ENTITIES				
125,019	(a) Principal Repayments Grant Assistance	120,119	122,215	(2,096)	1
18,163	(b) Equipment Purchases and Replacements Grant Assistance	18,163	18,163	-	
7,700	(c) Other Capital Grant Assistance	10,321	9,608	713	
54,710	(d) Interest Grant Assistance	59,989	53,759	6,230	1
205,592	Subtotal 21.11	208,592	203,745	4,847	

Explanation(s):

1. Each year, principal and interest are incurred when projects are completed. As a result, actual expenditures vary year-over-year as projects are completed and debt repayment is initiated.

Authority 2023-24	Appropriation	Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
	12. COSTS RELATED TO CAPITAL ASSETS				
559	(a) General Assets Amortization Expense	559	7,306	(6,747)	1
559	Subtotal 21.12	559	7,306	(6,747)	

Explanation(s):

1. Year-over-year decrease in amortization as a result of retired assets and the transfer of Cadham Provincial Laboratory (CPL) assets to Shared Health.

7,261,097	Total Expenditures	7,871,383	7,033,743	837,640	
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Overview of Capital Investments, Loans and Guarantees

Part B – Capital Investment	2023-24 Actual \$(000s)	2023-24 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
General Assets	-	950	(950)	1

Explanation(s):

1. Under-expenditure due to fewer capital projects and the transfer of Cadham Provincial Laboratory (CPL) to Shared Health.

Part D – Other Reporting Entities Capital Investment	2023-24 Actual \$(000s)	2023-24 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Capital Program	615,981	627,225	(11,244)	1

Explanation(s):

1. Under-expenditure due to delays in proceeding with various projects.

Revenue Summary by Source

Departmental Actual Revenue

For the fiscal year ended March 31, 2024, with comparative figures for the previous fiscal year \$(000s)

Actual 2022-23	Actual 2023-24	Increase (Decrease)	Expl. No.	Source	Actual 2023-24	Estimate 2023-24	Variance Over/(Under)	Expl. No.
Other Revenue								
47,326	80,250	32,924	1	Out-of-Province Hospital Recovery	80,250	68,291	11,959	1
15,611	17,211	1,600		Out-of-Province Medical Recovery	17,211	20,560	(3,349)	3
17,166	17,297	131		Third Party Hospital Recovery	17,297	21,907	(4,610)	3
9,714	9,918	204		Third Party Medical Recovery	9,918	12,379	(2,461)	3
14,831	29,693	14,862	1	UMA Recoveries - Pharmacare	29,693	24,473	5,220	1
10,605	9,158	(1,447)	2	Sundry	9,158	2,514	6,644	4
115,253	163,527	48,274		Subtotal	163,527	150,124	13,403	
Government of Canada								
43,439	-	(43,439)	5	Shared Bilateral Agreement	-	54,680	(54,680)	5
-	189,056	189,056	6	Canada-Manitoba Bilateral Agreement	189,056	134,000	55,056	6
-	705	705	7	Canada Health Info Funding	705	-	705	
-	16,151	16,151	8	Proof of Vaccination (PVC) Funding	16,151	-	16,151	
43,439	205,912	162,473		Subtotal	205,912	188,680	17,232	
158,692	369,439	210,747		Total Revenue	369,439	338,804	30,635	

Explanation(s):

1. Primarily due to increase in volume
2. Primarily due to decrease of scheduled community contributions for the Urology renovations at the Health Science Centre.
3. Primarily due to a decrease in volume.
4. Primarily due to increase in third party recoveries for Air Ambulance - Lifeflight Program
5. Decrease due to Shared Manitoba Bilateral agreement replaced by new Canada-Manitoba Bilateral agreements
6. Increase due to new Canada-Manitoba Bilateral agreement funding.
7. Increase due to Canada Health Info Funding – Extension of federal funding for 2023/24
8. Proof of Vaccination (PVC) Funding – New multi-year federal funding agreement including 2022/23 retro-payment.

Departmental Program and Financial Operating Information

Finance (Res. No. 21.1)

Main Appropriation Description

Finance division provides centralized executive planning, management, financial services, and comptrollership, and oversees health system fiscal resourcing and organizational performance through formal approaches to commissioning of programs and services from health service delivery organizations. Provides advice, financial administration, and support to the department.

Sub-Appropriations	2023-24 Actual	2023-24 Authority	
	\$(000s)	FTEs	\$(000s)
Minister's Salary	85	2.00	84
Executive Support	2,290	22.00	2,227
Administration	311	3.00	306
Comptrollership	2,219	22.00	2,219
Financial Commissioning	1,958	31.00	2,025
TOTAL	6,863	80.00	6,861

Minister's Salary

Sub-Appropriation Description

The minister's salaries provide additional compensation to which individuals appointed to the Executive Council are entitled. The minister provides leadership and policy direction for the renewal of the health system and the delivery of a comprehensive range of health and health care services for Manitobans.

1(a) Minister's Salary

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	85	2.00	84	1	
Total Sub-Appropriation	85	2.00	84	1	

Executive Support

Sub-Appropriation Description

Coordinates and administers the department's activities to achieve government policy objectives, while providing administrative leadership. Additionally, provides executive support to the minister through strategic leadership, management, policy development, program determination, and the administration of the department and the broadly defined health services delivery system.

1(b) Executive Support

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	2,187	22.00	1,956	231	
Other Expenditures	103		271	(168)	1
Total Sub-Appropriation	2,290	22.00	2,227	63	

Explanation(s):

1. Primarily due to miscellaneous operating under-expenditures.

Administration

Sub-Appropriation Description

Provides strategic leadership to advance the department's objectives and priorities, as well as financial oversight and support for the Commissioning and Accountability Management (CAM) framework, innovative funding, and high-quality financial analysis.

1(c) Administration

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	302	3.00	280	22	
Other Expenditures	9		26	(17)	
Total Sub-Appropriation	311	3.00	306	5	

Comptrollership

Sub-Appropriation Description

The Comptrollership Branch provides management and oversight of integrated financial planning, comptrollership, budgetary and accounting services, and develops financial systems, policies and procedures in accordance with government priorities and policies.

Key Results Achieved

- Provided leadership on financial, procurement, and supply chain matters, ensuring the comptrollership function of the department is appropriately maintained and meets the needs for financial control, accountability, and the safeguarding of financial and physical assets.
- Supported resource assessment and allocation to programs and branches, guiding financial planning, reporting, monitoring, and control policies, in line with departmental and government priorities.
- Prepared annual estimates and other financial planning processes; monitored and reported financial performance; conducted specialized financial reviews and analyses; prepared reports for timely financial management decisions; safeguarded physical and financial assets; and provided accounting services to the department.
- Provided accurate information to government on the fiscal status of the department.

1(d) Comptrollership

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,653	22.00	1,663	(10)	
Other Expenditures	178		168	10	
Grant Assistance	388		388	-	
Total Sub-Appropriation	2,219	22.00	2,219	-	

Financial Commissioning

Sub-Appropriation Description

The Financial Commissioning Branch plans and oversees the allocation of available operating, medical, and capital funds to health service delivery organizations in accordance with government priorities. Monitors and reports the financial performance of health service delivery organizations.

Key Results Achieved

- Provided financial expertise and direction to the service delivery organizations in support of various government projects and initiatives, specifically for operating, medical and capital funding requirements.
- Analyzed financial position and financial reporting received from the service delivery organizations for accuracy, consistency and completeness to ensure efficient and effective use of resources and alignment with commissioning.
- Completed, ensured, and provided reliable financial reporting that was used to inform current performance and future strategic planning of the health system and enhanced accountability.
- Provided financial analysis to develop an evidence-informed allocation of both tangible and fiscal resources informing the determination of funding allocations to health authorities and other health organizations.
- Provided in-depth budget analysis and reports to senior management and Treasury Board Secretariat.
- Ensured that appropriate level of funding is available for principal and interest payments on approved borrowings for the acquisition, construction and renovation of physical assets, medical equipment and information technology to support the infrastructure of the health care system in accordance with the department's capital plan as projects are completed.
- Payment for the acquisition of approved medical and basic equipment to service delivery organizations on a timely basis and in accordance with approved funding levels.
- Payment of outright funding for approved projects to service delivery organizations in accordance with the department's strategic capital plan.

1(e) Financial Commissioning

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,917	31.00	1,922	(5)	
Other Expenditures	41		103	(62)	1
Total Sub-Appropriation	1,958	31.00	2,025	(67)	

Explanation(s):

1. Primarily due to miscellaneous operating under-expenditures.

Health Policy and Planning

Main Appropriation Description

The Health Policy and Planning division supports the development of policy and planning solutions for the health care system and implements and oversees government direction. Oversees department, system, workforce and infrastructure planning and forecasting across the health care delivery system. Provides advice for the development, implementation, and oversight of policies.

Sub-Appropriations	2023-24 Actual	2023-24 Authority	
	\$(000s)	FTEs	\$(000s)
Administration	431	3.00	358
Infrastructure	10,064	19.00	9,109
Planning and Knowledge Management	4,424	37.05	4,764
Policy and Standards	2,176	22.00	2,641
Quality and Citizen Experience	1,574	7.00	1,797
TOTAL	18,669	88.05	18,669

Administration

Sub-Appropriation Description

Provides strategic leadership and guidance to advance the government's mandate through effective health system planning, overseeing both provincial policies and relevant legislation, as well as health workforce investments and policies.

2(a) Administration

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	344	3.00	292	52	
Other Expenditures	87		66	21	
Total Sub-Appropriation	431	3.00	358	73	

Infrastructure

Sub-Appropriation Description

The Infrastructure Branch provides advice and recommendations for government decision-making on health infrastructure investments and oversees the progress and status of specific projects and the overall capital program. Develops capital program and policy options for infrastructure to support the continued delivery of health care across the province.

Key Results Achieved

- Invested \$298 million in over 90 capital projects from the pre-planning stage to project construction and completion.
- Invested \$58 million in 100 safety and security projects (e.g. roof replacements, nurse call, fire alarm system replacements, and heating/air conditioning systems).
- Procured over 200 pieces of medical equipment, with a total value of \$78 million.

2(b) Infrastructure

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,048	19.00	1,300	(252)	
Other Expenditures	9,016	-	7,809	1,207	1
Total Sub-Appropriation	10,064	19.00	9,109	955	

Explanation(s):

1. Primarily due to miscellaneous operating over-expenditures.

Planning and Knowledge Management

Sub-Appropriation Description

The Planning and Knowledge Management Branch leads oversight of health system planning to ensure its strategic integration and alignment with department activities and government's mandate. Ensures that the department and health system's structure and governance promote integration of health services, along with the co-ordination of departmental responses to inquests, audits, proposals, and regulatory accountability. Responsible for horizon scanning and providing advice on current and emerging health and health workforce issues, trends, and best practices.

Key Results Achieved

- Continued to lead the Family Doctor Finder Initiative, ensuring effective coordination across the province, including service delivery organizations.
- Developed and implemented the annual operating plan process for service delivery organizations to promote fiscal responsibility and ensure comprehensive strategic and operational plans from the various service delivery organizations.
- Implemented a horizon scanning process to assist health planners in predicting future needs in the province. This process reviewed significant topics that could affect Manitobans over both the short and long term and compared the department's current practices with top standards from Canada and internationally.
- Planned and initiated the development of the Business Case Appraisal Process (BCAP) to enhance the program proposal process for the department and the broader health system. BCAP is being introduced to simplify the proposal process for service delivery organizations and other provincial organizations in developing investment proposals.

2(c) Planning and Knowledge Management

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	2,817	37.05	2,980	(163)	
Other Expenditures	1,590	-	1,687	(97)	
Grant Assistance	17	-	97	(80)	1
Total Sub-Appropriation	4,424	37.05	4,764	(340)	

Explanation(s):

1. Primarily due to miscellaneous grant under-expenditures.

Policy and Standards

Sub-Appropriation Description

The Policy and Standards Branch undertakes activities to develop and provide policy advice and solutions on a range of health system issues and government policy decisions. Leads the design and development of various forms of policy to sustain accountability to government direction. Monitors health system compliance with policies and achievement of policy objectives.

Key Results Achieved

- Provided oversight for the expansion of Sexual Assault Nurse Examiner (SANE) services to Thompson and The Pas, and enhancements within Prairie Mountain Health, with hub support from the Health Sciences Centre. This included monitoring the recruitment and training of SANE nurses in each region.

- Engaged with leadership from service delivery organizations to assess challenges in the Northern Patient Transportation Program, which reimburses northern residents for travel expenses when seeking medical care outside their home communities.

2(d) Policy and Standards

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,221	22.00	1,501	(280)	
Other Expenditures	951	-	1,136	(185)	
Grant Assistance	4	-	4	-	
Total Sub-Appropriation	2,176	22.00	2,641	(465)	

Quality and Citizen Experience

Sub-Appropriation Description

The Quality and Citizen Experience Branch oversees health system quality that includes patient-centred care, patient safety, accreditation, and public engagement.

Key Results Achieved

- Established the provincial model for accreditation. Oversaw the implementation of this sequential model, which offered a provincial overview of service quality and standards, made accreditation and quality improvement consistent across the system, and ensured that quality improvement became a continuous process instead of a one-time event.
- Provided oversight to ensure effective engagement with patients, families, and the public in planning clinical services, program design, policy, and strategy.
- Guided Shared Health in engaging with Indigenous partners and community groups, including newcomers and the Francophone community, to develop a provincial anti-racism policy and a five-year strategy.
- Expanded the Patient and Family Advisor Network by recruiting patients and families with lived experiences and setting up a network advisory council.

2(e) Quality and Citizen Experience

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	544	7.00	697	(153)	
Other Expenditures	1,030		1,100	(70)	
Total Sub-Appropriation	1,574	7.00	1,797	(223)	

Insurance (Res. No. 21.3)

Main Appropriation Description

The Insurance division establishes and administers benefits as prescribed by The Canada Health Act as well as provincially funded benefits as prescribed by The Health Services Insurance Plan, The Pharmaceutical Act, and The Prescription Drug Cost Assistance Act. Establishes and monitors department administrative policies, processes, and standards.

Sub-Appropriations	2023-24 Actual	2023-24 Authority	
	\$(000s)	FTEs	\$(000s)
Administration	401	3.00	310
Department Services	2,879	29.00	2,751
Non-Insured Benefits	5,322	63.50	5,809
Insured Benefits	7,632	115.00	7,362
TOTAL	16,234	210.50	16,232

Administration

Sub-Appropriation Description

Provide strategic leadership to advance and support the department's objectives and priorities, with a focus on insured benefits, non-insured benefits, and compensation and medical remuneration.

3(a) Administration

Expenditures by Sub-Appropriation	Actual 2023-24	Authority 2023-24		Variance	Expl. No.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	318	3.00	271	47	
Other Expenditures	83		39	44	1
Total Sub-Appropriation	401	3.00	310	91	

Explanation(s):

1. Primarily due to miscellaneous operating over-expenditures.

Department Services

Sub-Appropriation Description

The Department Services Branch develops and supports alignment with administrative policies, processes, and standards, as well as leads departmental communications, operations, and employee wellness, engagement, and diversity/inclusion efforts. Provides administrative, technological, and logistical support to the departments of Health, Seniors and Long-Term Care, and Housing, Addictions and Homelessness.

Key Results Achieved

- Partnered with the Insured Benefits Branch, Insurance Division, on a complex, multi-faceted project aimed at reducing backlog and improving access to the provincial health card.
- Implemented initiatives to enhance accessibility in public-facing client service areas, including training on accessibility best practices and designating on-site managers to handle accessibility requests from clients.
- Identified and documented over 60 internal operational processes affecting all areas of the department to enhance consistency in internal operations.
- Introduced monthly in-person onboarding events for new staff to provide an overview of the department.
- Coordinated various learning opportunities on downtown safety, including training for active shooter situations, first aid, evacuation protocols, and fire extinguisher use.

3(b) Department Services

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	2,309	29.00	2,401	(92)	
Other Expenditures	570		350	220	1
Total Sub-Appropriation	2,879	29.00	2,751	128	

Explanation(s):

1. Primarily due to miscellaneous operating over-expenditures.

Non-Insured Benefits

Sub-Appropriation Description

The Non-Insured Benefits Branch plans, manages, and administers provincially funded benefits offered beyond those required by The Canada Health Act. Establishes eligibility criteria, service improvements, legislative amendments, and related benefit plan design to support government goals and priorities in the delivery of health care.

Key Results Achieved

- Added nearly 200 new drugs to the formulary to enhance health outcomes for Manitobans. This expansion aimed to broaden access to a range of medications, ensuring that individuals have more options to meet their health needs effectively.

3(c) Non-Insured Benefits

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	3,864	63.50	4,243	(379)	
Other Expenditures	1,129		1,152	(23)	
Grant Assistance	329		414	(85)	
Total Sub-Appropriation	5,322	63.50	5,809	(487)	

Insured Benefits

Sub-Appropriation Description

The Insured Benefits Branch plans, manages, and monitors registration of Manitoba residents for benefits and fee-for-service payments to health care providers insured under the provincial health insurance plan. Interprets and translates benefits under the provincial health insurance plan to advise and direct service delivery organizations for alignment with requirements of The Canada Health Act. Establishes policy, benefit plan design, and corresponding legislative amendments to support government goals and priorities in the delivery of health care. Supports the development of negotiation mandates for health care providers, professional associations, and other provincial plans.

Key Results Achieved

- Received and adjudicated claims for 40.1 million medical services, 759,962 optometric services, 737,280 chiropractic services, and 6,520 oral surgery services.
- Processed claims for 317,377 services provided by Manitoba physicians to residents of other provinces for payment recovery through the Inter-Provincial Reciprocal Agreement.
- Conducted reviews and tracked benefit coordination activities related to the recovery of healthcare costs incurred due to third-party liability, negligence, or professional malpractice. The Third Party Liability unit managed 952 health accounts related to personal injury lawsuits, including 143 class actions (excluding tobacco and opioid class actions), with assessed recoverable costs totaling \$27.9 million.
- Created caseload tracking reports to advance litigation in a timely manner, developed analytics for claim prioritization to focus resources on the highest-value recoverable claims, and improved quality management.
- Closed 95 cases, recovering \$142,200 in medical costs and \$379,400 in hospital costs, with the recovered funds directed to the General Ledger, Administration, and Finance.

- Collaborated with the legal community of Manitoba to identify lawsuits for advancing the recovery of personal medical and hospital costs associated with injury, disease, or device malfunctions, independent of plaintiff losses or damages.
- Represented the department at national working groups and served as the Provincial Health Insurer in class actions negotiations and settlements.

3(d) Insured Benefits

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	6,049	115.00	5,779	270	
Other Expenditures	1,583		1,583	-	
Total Sub-Appropriation	7,632	115.00	7,362	270	

Public Health (Res. No. 21.4)

Main Appropriation Description

The Public Health division provides strategic leadership and oversight to the population and public health programs and services across Manitoba, in addition to intergovernmental and Indigenous relations, administration of responsibilities under The Protection for Persons in Care Act, long-term care and emergency standards and licensing functions, and administration of the legislative mandates of the minister of Health, Seniors and Long-Term Care, including the development of new or amended statutes and regulations. Public Health is also responsible for direct service delivery to Indigenous populations through the management of three northern nursing stations.

Sub-Appropriations	2023-24 Actual	2023-24 Authority	
	\$(000s)	FTEs	\$(000s)
Administration	402	3.00	357
Population and Public Health	24,950	158.75	25,132
Intergovernmental and Indigenous Relations	894	7.00	1,031
Office of the Chief Provincial Public Health Officer	1,114	3.00	1,022
Legislative Unit	912	12.00	1,079
Licensing and Compliance	2,669	24.00	2,320
TOTAL	30,941	207.75	30,941

Administration

Sub-Appropriation Description

Improves and protects the health of Manitobans through the development of population and public health policies, strategic planning, oversight, and clinical leadership focused on communicable disease prevention and management, environmental health, and emergency preparedness. Promotes patient health and safety by setting standards, managing licensing, and ensuring compliance for emergency response services and long-term care, including responsibilities under the Protections for Persons in Care Act. Additionally, it supports the health system's need for standardized, high-quality data and information to guide system management, research, and public accountability.

4(a) Administration

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	261	3.00	280	(19)	
Other Expenditures	141		77	64	1
Total Sub-Appropriation	402	3.00	357	45	

Explanation(s):

1. Primarily due to miscellaneous operating over-expenditures.

Population and Public Health

Sub-Appropriation Description

The Population and Public Health Branch in collaboration with the Office of the Chief Provincial Public Health Officer, leads the population and public health system policy, planning, oversight, and clinical leadership functions, to advance the health of the population; leads and co-ordinates the health system on emerging public health issues, and ensures that health protection services are delivered.

Key Results Achieved

- Commenced building the universal prescription birth control program by initiating an interdisciplinary team that included public health, drug program, pharmacy, and women's health professionals.
- Launched the Parenting in Manitoba website, a provincial resource for pregnancy and parenting up to age five, aimed at supporting maternal-child health.
- Made measurable progress on all six recommendations assigned to the department from the Manitoba Advocate for Children and Youth's 2020 Safe and Sounds Report, which focused on infant sleep-related deaths. Compliance increased from 0 per cent in 2020 to up to 75 per cent in some areas by the end of 2023. These recommendations included public education, accredited training for professionals, smoking cessation resources for prenatal and postpartum parents, and a dedicated health system working group on infant mortality.
- Developed new resources to help Manitobans reduce exposure to lead in the environment, drinking water, and consumer products.
- Increased the number of public health inspections of regulated facilities in the province, including restaurants, swimming pools, personal service facilities, recreational camps, and daycares, by 23 per cent.
- Supported the Quit Smoking with Your Manitoba Pharmacist social impact bond smoking cessation program. In 2023-24, over 2,000 participants completed their initial assessment, and more than 2,500 follow-up sessions were conducted by over 150 pharmacists across Manitoba.

4(b) Population and Public Health

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	15,019	158.75	15,019	-	
Other Expenditures	9,004		9,004	-	
Grant Assistance	927		1,109	(182)	
Total Sub-Appropriation	24,950	158.75	25,132	(182)	

Intergovernmental and Indigenous Relations

Sub-Appropriation Description

The Intergovernmental and Indigenous Relations Branch provides policy support and advice, fosters relationships and engagement with Indigenous leaders and organizations and the broader health system to collaborate on Indigenous-led health initiatives and promote effective interfaces of the health services that are delivered by multiple governments. Provides co-ordination of policy advice and information to support work of ministerial and deputy minister federal, provincial, and territorial health tables.

Key Results Achieved

- Initiated discussions with the Manitoba Indigenous Reconciliation Secretariat to determine the scope and reporting requirements for the case work assigned to the department.
- Ensured all executive and management-level staff in the department completed module one, Our Shared Journey, in accordance with branch participation in the #57 TRC Working Group and the department's objective to advance reconciliation through education and training.
- Participated in the Disrupting Racism in Health Care Committee and supported the Disrupting Racism website on Shared Health's platform in January 2023. The site featured resources on racism and related topics, committee action plans, and educational materials on health equity gaps and Indigenous-specific racism.
- Issued public communiques reflecting discussions and decisions from the Health Ministers' Meetings in Prince Edward Island in the fall of 2023, covering health workforce, health data, mental health and addiction, and public health.

4(c) Intergovernmental and Indigenous Relations

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	790	7.00	1,015	(225)	
Other Expenditures	104		16	88	1
Total Sub-Appropriation	894	7.00	1,031	(137)	

Explanation(s):

1. Primarily due to miscellaneous operating over-expenditures.

Office of the Chief Provincial Public Health Officer

Sub-Appropriation Description

Provides co-ordinated and integrated public health leadership for public health services and programs at regional and provincial levels, including carrying out the role and responsibilities outlined in The Public Health Act for the purpose of promoting and protecting the health of the population.

Key Results Achieved

- Focused on continued recovery from the COVID-19 pandemic. Areas of focus included the recovery, recruitment, and retention of all staff involved in public health, including rotating staff back into service areas negatively impacted by the pandemic.

4(d) Office of the Chief Provincial Public Health Officer

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,091	3.00	1,000	91	
Other Expenditures	23		22	1	
Total Sub-Appropriation	1,114	3.00	1,022	92	

Legislative Unit

Sub-Appropriation Description

Facilitates the development of new or amended statutes and regulations that are the responsibility of the minister of Health. Provides information and advice on the application of the statutes and regulations.

Key Results Achieved

- Developed new health statutes and amendments to existing health statutes to meet the government's legislative agenda, amending eight statutes in the 2023-24 fiscal year.
- Developed new health regulations and amendments to health regulations as needed, amending seven regulations made under various health-related legislations in the 2023-24 fiscal year.

4(e) Legislative Unit

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	815	12.00	815	-	
Other Expenditures	97		264	(167)	1
Total Sub-Appropriation	912	12.00	1,079	(167)	

Explanation(s):

1. Primarily due to miscellaneous operating under-expenditures.

Licensing and Compliance

Sub-Appropriation Description

The Licensing and Compliance Branch oversees health system compliance with applicable provincial legislation, policies, and standards to ensure safe environments for patients are maintained. Administers The Protection for Persons in Care Act, including receiving reports of alleged patient abuse and neglect in designated health care facilities. Oversees licensing of Emergency Medical Services and personal care homes.

Key Results Achieved

- Completed unannounced standards reviews at all 124 personal care homes throughout the 2023 calendar year, held follow-up licensing meetings with regional health authorities, and issued 124 personal care home operating licenses for 2024.
- Shared reports generated from unannounced reviews of all 124 personal care homes during the 2023 calendar year publicly on the Manitoba government's website: <https://www.gov.mb.ca/openmb/infomb/departments/pch/index.html>.

- Undertook significant and transformative changes to the Protection for Persons in Care Office to ensure a safe environment for patients and residents. In 2023-24, the department:
 - amended the Protection for Persons in Care Act to broaden and clarify definitions of abuse and neglect that direct investigations
 - delivered educational presentations to 68 designated health care facilities across Manitoba
 - strengthened policies and standards guiding the investigative process, and
 - cleared the investigation backlog, ensuring that all allegations of abuse and neglect in health care facilities were reviewed and investigated appropriately

4(f) Licensing and Compliance

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,937	24.00	2,142	(205)	
Other Expenditures	732		178	554	1
Total Sub-Appropriation	2,669	24.00	2,320	349	

Explanation(s):

1. Primarily due to the establishment of the Office of the Commissioner for the Protection for Person in Care Office (PPCO).

Performance and Oversight (Res. No. 21.5)

Main Appropriation Description

The Performance and Oversight division oversees the performance of the health care system through the commissioning of health services, management of health information and analytics, and by administering performance management, risk management, and accountability frameworks. Also provides services to the department of Housing, Addictions and Homelessness, related to mental health and addictions.

Sub-Appropriations	2023-24 Actual	2023-24 Authority	
	\$(000s)	FTEs	\$(000s)
Administration	477	5.00	479
Accountability Management	871	14.00	1,172
Health Services Commissioning	1,466	50.00	1,366
Information Management and Analytics	5,514	81.00	5,311
TOTAL	8,328	150.00	8,328

Administration

Sub-Appropriation Description

Provides strategic leadership to advance the government's and department's objectives and priorities, with a focus on system efficiency, workforce development, fiscal sustainability, and equity. Oversees a system-level accountability framework to ensure results and mitigate risks, driving continuous health system improvements, commissioning and funding health programs and services in innovative ways, and ensuring value for money in service delivery organizations. Additionally, leadership is provided in intergovernmental affairs, including bilateral agreements, as well as in health transformation and Indigenous reconciliation activities within the provincial health care system.

5(a) Administration

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	423	5.00	412	11	
Other Expenditures	54		67	(13)	
Total Sub-Appropriation	477	5.00	479	(2)	

Accountability Management

Sub-Appropriation Description

The Accountability Management Branch provides leadership in the oversight, evaluation, and monitoring of health system performance through analysis, performance management, and reporting of results.

Key Results Achieved

- Held regular performance meetings with each service delivery organization's leadership team to identify incremental improvements, resolve performance issues, and provide other supports as needed.
- Contributed to advancing a culture of performance management within the department and the health system by building systems and processes to hold the health system accountable for the care received by Manitobans.
- Improved performance monitoring tools to enhance performance dialogue with service delivery organizations, focusing efforts on areas of significant strategic importance for improving health care.

5(b) Accountability Management

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	848	14.00	1,089	(241)	
Other Expenditures	23		83	(60)	1
Total Sub-Appropriation	871	14.00	1,172	(301)	

Explanation(s):

1. Primarily due to miscellaneous operating under-expenditures.

Health Services Commissioning

Sub-Appropriation Description

The Health Services Commissioning Branch leads the development, execution, and accountabilities for commissioned agreements with service delivery organizations and funded agencies.

Key Results Achieved

- Prepared and signed accountability agreement schedules for five regional health authorities and CancerCare Manitoba. These schedules aligned with the department's accountability agreements with these service delivery organizations, providing transparent and comprehensive expectations related to

services, funding, performance, and other aspects of the relationship between government and these organizations.

- Executed and provided oversight for a range of agreements related to approved health services initiatives with regional health authorities, CancerCare Manitoba, and Shared Health. These agreements facilitated the continuation or expansion of health services, addressing issues such as surgical and diagnostic wait times, human resource recruitment and retention initiatives, emergency services, and public health services.
- Executed and provided oversight for service agreements with surgical and diagnostic facilities to support the government's priorities in addressing COVID-19 backlogs. Manitobans benefited from a range of procedures, including cataract, endoscopy, urology, pediatric dental, plastic surgery, and others through these arrangements.
- Executed and provided oversight for several continuing service agreements and service purchase agreements with funded agencies to ensure the ongoing provision of services that align with government priorities.

5(c) Health Services Commissioning

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,275	50.00	1,275	-	
Other Expenditures	191		91	100	1
Total Sub-Appropriation	1,466	50.00	1,366	100	

Explanation(s):

1. Primarily due to miscellaneous operating over-expenditures

Information Management and Analytics

Sub-Appropriation Description

The Information Management and Analytics Branch leads and manages the provincial information management and analytics shared service aimed at providing accurate and timely information to decision makers across the health care system.

Key Results Achieved

- Continued recruitment activities to fill vacancies within the provincial information management and analytics shared service, further enhancing the capacity to respond to health system demands for analytic and reporting services.

- Advanced the development of a provincial data repository to improve the availability of data for supporting the needs of a wide range of health system stakeholders. This work included consolidating and rationalizing technology platforms, infrastructure, and data resources, as well as leveraging and extending business intelligence tools and analytic products to improve the use of data by health system stakeholders.

5(d) Information Management and Analytics

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	4,469	81.00	4,469	-	
Other Expenditures	1,045		842	203	
Total Sub-Appropriation	5,514	81.00	5,311	203	

Seniors and Long-Term Care (Res. No. 21.6)

Main Appropriation Description

The Seniors and Long-Term Care division supports the Minister by providing advice, analytical and initiative support in fulfilling the implementation of seniors-related actions, seniors advocacy, and long-term care.

Sub-Appropriations	2023-24 Actual	2023-24 Authority	
	\$(000s)	FTEs	\$(000s)
Administration	238	2.00	196
Seniors and Long-Term Care	30,451	6.00	31,303
TOTAL	30,689	8.00	31,499

Administration

Sub-Appropriation Description

Provides strategic leadership to advance the department's priorities, with a focus on the continuum of care for seniors and the long-term care and home care sectors. Ensures the implementation of the minister's mandate letter by tracking progress and updates. Works collaboratively with government and community partners to promote the health and well-being of seniors by improving access to information, services, and supportive environments. Leads evidence-based provincial policies to ensure the safe, high-quality, efficient, and responsive delivery of long-term care services for seniors and all Manitobans. Provides policy direction and oversees funding to non-government organizations that partner in seniors programs and services.

6(a) Administration

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	211	2.00	186	25	
Other Expenditures	27		10	17	
Total Sub-Appropriation	238	2.00	196	42	

Seniors and Long-Term Care

Sub-Appropriation Description

The Seniors and Long-Term Care Branch provides leadership and direction to advance department priorities, with a focus on the continuum of care, including prevention and wellness, community health supports, home care, congregate care settings, personal care homes, and end-of-life care. Leads efforts to establish an independent Seniors Advocate in Manitoba, ensuring seniors receive high-quality programs and services while their rights, interests, and perspectives are represented. Collaborates with key stakeholders, including older adults and their families, to ensure their needs are considered in the development and modernization of policies and programs.

Key Results Achieved

- In 2023-24, Seniors and Long-Term Care invested in six new or expanded initiatives to help seniors remain in their homes or communities.
- Supported the establishment of an advisory structure to ensure that government partners, older residents, families, caregivers, service providers, and partners had a voice in the implementation of the seniors strategy. In October 2023, shifted focus to support new senior-related initiatives, including the creation of an independent seniors advocate.
- Researched, conducted analysis, and provided options for government to establish the independent seniors advocate.
- Provided continued stewardship for the implementation of 17 recommendations from the Stevenson Review. Worked with stakeholders to implement over 80 per cent of the recommended changes aimed at improving quality of life outcomes for Manitobans in personal care homes.
- Focused in 2023-24 on increasing direct care hours to 3.8 per day, by hiring more healthcare aides, nurses, and allied health professionals. This multi-year initiative aims to achieve 4.1 direct care hours for residents in personal care homes.

6(b) Seniors and Long-Term Care

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	499	6.00	486	13	
Other Expenditures	29,952		30,817	(865)	
Total Sub-Appropriation	30,451	6.00	31,303	(852)	

Funding to Health Authorities (Res. No. 21.7)

Main Appropriation Description

Provide funding for a service delivery system that responsively, efficiently, and effectively meets the needs of Manitobans in an affordable and sustainable manner through regional health authorities, CancerCare Manitoba and Shared Health.

Key Results Achieved

- Ensured allocated funds were effectively utilized in accordance with The Health System Governance and Accountability Act and The Health Services Insurance Act.
- Met the healthcare needs of Manitobans through a responsive and effective provincial service delivery system.
- Ensured service delivery organizations are in compliance with provincial legislation, accountability agreements, regulation, policies, directives, standards, reporting requirements and guidelines.

Sub-Appropriations	2023-24 Actual	2023-24 Authority	
	\$(000s)	FTEs	\$(000s)
Acute Care Services - Funding to Service Delivery Organizations	3,385,330	-	2,917,727
Long-Term Care Services - Funding to Service Delivery Organizations	738,216	-	738,216
Home Care Services - Funding to Service Delivery Organizations	411,587	-	408,399
Community Health Services - Funding to Service Delivery Organizations	281,220	-	285,004
Emergency Response and Transport Services - Funding to Service Delivery Organizations	228,429	-	228,430
TOTAL	5,044,782	-	4,577,776

Acute Care Services - Funding to service delivery organizations

Sub-Appropriation Description

Funding to service delivery organizations: Provides funding to health authorities, CancerCare Manitoba and Shared Health to provide services delivered within acute care settings. Funding for the acute care sector encompasses operating funding related to compensation, supplies, and drugs required to operate acute care facilities and programs.

7(a) Acute Care Services - Funding to Service Delivery Organizations

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	133		10,107	(9,974)	1
Grant Assistance	3,385,197		2,907,620	477,577	2
Total Sub-Appropriation	3,385,330	-	2,917,727	467,603	

Explanation(s):

1. Primarily due to accounting adjustment.
2. Primarily due to price and volume increase.

Long-Term Care Services - Funding to service delivery organizations

Sub-Appropriation Description

Funding to service delivery organizations: Provides funding to health authorities to deliver services to provincially licensed personal care homes. Funding for the long-term care sector includes operating funding related to compensation, supplies, and drugs required to operate long-term care facilities.

7(b) Long-Term Care Services - Funding to Service Delivery Organizations

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	738,216		738,216	-	
Total Sub-Appropriation	738,216	-	738,216	-	

Home Care Services - Funding to service delivery organizations

Sub-Appropriation Description

Funding to service delivery organizations: Provides funding to health authorities to provide home care and related services required to enhance patient care in their homes. Funding for the home care sector is largely comprised of compensation and supply costs.

7(c) Home Care Services - Funding to Service Delivery Organizations

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	411,587		408,399	3,188	1
Total Sub-Appropriation	411,587	-	408,399	3,188	

Explanation(s):

1. Primarily due to redistribution of funding within other sectors in Funding to Service Delivery Organizations.

Community Health Services - Funding to service delivery organizations

Sub-Appropriation Description

Funding to service delivery organizations: Provides funding to health authorities and Shared Health to fund services provided through community health agencies.

7(d) Community Health Services - Funding to Service Delivery Organizations

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	281,220		285,004	(3,784)	1
Total Sub-Appropriation	281,220	-	285,004	(3,784)	

Explanation(s):

1. Primarily due to redistribution of funding within other sectors in Funding to Service Delivery Organizations.

Emergency Response and Transport Services - Funding to service delivery organizations

Sub-Appropriation Description

Funding to service delivery organizations: Provides funding to health authorities and Shared Health to fund services provided through community health agencies.

7(e) Emergency Response and Transport Services - Funding to Service Delivery Organizations

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	228,429		228,430	(1)	
Total Sub-Appropriation	228,429	-	228,430	(1)	

Provincial Health Services (Res. No. 21.8)

Main Appropriation Description

Provincial health-related programming and services, which include out-of-province, blood transfusion services, federal hospitals, ancillary programs, nursing recruitment and retention initiatives, the Manitoba Learning Health System Network, and immunizing agents, biologics and drugs.

Sub-Appropriations	2023-24	2023-24 Authority	
	Actual \$(000s)	FTEs	\$(000s)
Out-of-Province	67,321	-	62,986
Blood Transfusion Services	77,696	-	76,623
Federal Hospitals	3,778	-	2,579
Ancillary Programs	27,567	-	34,231
Nursing Recruitment and Retention Initiatives	4,343	-	4,016
Manitoba Learning Health System Network	3,992	-	3,750
Immunizing Agents, Biologics and Drugs	36,946	-	31,827
Health Transformation	20,412	-	25,041
TOTAL	242,055	-	241,053

Out-of-Province

Sub-Appropriation Description

Provides for insured hospital services required by Manitobans while temporarily out of the province. This fulfills the portability requirements of The Canada Health Act.

Key Results Achieved

- Adjudicated 1,173 requests from Manitoba specialists for coverage of services outside Manitoba, including 532 requests from the Diagnostic and Surgical Recovery Task Force.
- Provided \$991,100 in travel subsidies to 883 patients for 360 international and 622 domestic trips, with no international travel to South America, Europe, Africa, Asia, or Australia in 2023-24.
- Adjudicated 4,094 physician claims, 1,295 outpatient visits, and 2,617 inpatient days for emergency care outside Canada.
- Paid \$35.6 million to other provinces and territories in accordance with the Interprovincial Reciprocal Billing Agreement for physician fees, excluding Quebec physicians, and \$67.6 million for hospital services on behalf of Manitoba residents who received care elsewhere in Canada.

- Received recoveries from reciprocal billings to other provinces and territories totaling \$17.1 million for physician fees, excluding Quebec physicians, and \$80.3 million for hospital services.
- Represented the department in 36 hearings of the Manitoba Health Appeal Board.
- Noted decrease in visits to the Client Services counter from 49,988 in 2022-23 to 38,477 in 2023-24. Client Services handled 146,935 telephone inquiries.
- Issued 270,423 Manitoba Health Registration Certificates and processed 121,230 address changes.
- Issued 58,621 net new personal health identification numbers in Manitoba, including 16,104 new certificates to 18-year-olds receiving their own registration numbers for the first time as adults, in addition to 51,852 status changes, such as births, deaths, marriages, and separations.
- Noted 65,852 instances where customers opted to use an online form to submit requests for changes to their Manitoba Health registration certificates through the department's website.
- Received 51,538 emails through the Insured Benefits email address insuredben@gov.mb.ca.

8(a) Out-of-Province

Expenditures by Sub-Appropriation	Actual 2023-24	Authority 2023-24		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Other Expenditures	67,321		62,986	4,335	1
Total Sub-Appropriation	67,321	-	62,986	4,335	

Explanation(s):

1. Primarily due to higher price and volume.

Blood Transfusion Services

Sub-Appropriation Description

Oversees and advises on policy, funding, planning, and support to interprovincial co-ordination regarding Manitoba's utilization of blood products, organ and tissue supply and associated expenditures to ensure that Manitobans have safe, reliable, and sustainable access to appropriate transfusion and transplant products and services.

Key Results Achieved

- Negotiated the annual Canadian Blood Services budget through participation on the Provincial Territorial Blood Liaison Committee and ensured accountability in accordance with the National Accountability Agreement.
- Worked closely with Shared Health to monitor blood inventory during nation-wide product shortages and oversaw the implementation of blood product utilization initiatives, ensuring that Manitobans had sustained access to critical blood and blood products.

8(b) Blood Transfusion Services

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	77,696		76,623	1,073	
Total Sub-Appropriation	77,696	-	76,623	1,073	

Federal Hospitals

Provides funding for medical services delivered to non- treaty residents of Manitoba at federal hospitals located in Norway House and Hodgson and 22 federal nursing stations.

Key Results Achieved

- Ensured payment of all federal government billings for services rendered to Manitobans at the federal hospitals and nursing stations.
- Ensured continued healthcare service delivery and access for all Manitobans.

8(c) Federal Hospitals

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	3,778		2,579	1,199	
Total Sub-Appropriation	3,778	-	2,579	1,199	

Explanation(s):

1. Primarily due to higher volume.

Ancillary Programs

Sub-Appropriation Description

Provides for assistive devices as prescribed under The Prosthetic, Orthotic and other Medical Devices Insurance Regulation of The Health Services Insurance Act.

Key Results Achieved

- Established a reimbursement program for families affected by the tragic motor vehicle accident near the Town of Carberry in June 2023. The program, running from June 2023 to December 2023, assisted families with travel-related expenses for attending funerals and visiting hospitalized family members.
- Continued efforts to streamline client services by modernizing application procedures and improving information for clients on how to access coverage.

8(d) Ancillary Programs

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	27,567		34,231	(6,664)	1
Total Sub-Appropriation	27,567	-	34,231	(6,664)	

Explanation(s):

1. Primarily due to delay in implementation of the Provincial Diabetes Insulin Pump Program.

Nursing Recruitment and Retention Initiatives

Sub-Appropriation Description

Provides recruitment and retention initiatives for nurses in Manitoba.

Key Results Achieved

- Implemented a comprehensive range of wage and monetary incentives in 2023-24 to retain and recruit nurses, including licensure reimbursement, weekend super premiums, full-time incentives, wellness bonuses, recruitment/retention bonuses, referral bonuses, and travel nurse incentives.
- Additionally, 67 internationally educated healthcare aides and nurses from the Philippines arrived in Manitoba and were employed.
- Approximately 136 nurses were employed by the provincial float pool, primarily those returning from the private sector.

- Added 359 new nursing seats in 2023-24 as part of the commitment to expand nursing education seats by 400 throughout the province.
- Made system-level investments to improve work culture and safety, including expanding security measures and supports and launching the Manitoba Association for Safety in Health Care, Manitoba's first health care industry-based safety program.

8(e) Nursing Recruitment and Retention Initiatives

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	4,343		4,016	327	
Total Sub-Appropriation	4,343	-	4,016	327	

Manitoba Learning Health System Network

Sub-Appropriation Description

Supports policy evaluation and research on priority health issues for the department through the Manitoba Centre for Health Policy, George and Fay Yee Centre for Healthcare Innovation, Manitoba Training Program for Health Services Research and Translating Research in Elder Care.

Key Results Achieved

- Developed, maintained, and operated the Population Health Data Repository through the Manitoba Centre for Health Policy, which supported key research projects for policy decision-making in 2023-24.
- Created an evaluation framework to assess the impact of research projects on the healthcare system in Manitoba, enhancing evidence-based decision-making processes in policy.
- Provided University of Manitoba graduate students with health services research training and skills through the Manitoba Training Program, preparing them to be partners in healthcare reform and innovation.

8(f) Manitoba Learning Health System Network

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	3,992		3,750	242	
Total Sub-Appropriation	3,992	-	3,750	242	

Immunizing Agents, Biologics and Drugs

Sub-Appropriation Description

Ensures the security of the supply of vaccines and drugs via purchase, storage and distribution of immunizing agents, biologics, and drugs.

Key Results Achieved

- Launched its first routine fall immunizations campaign for the respiratory season in 2023 since the pandemic, offering influenza and COVID-19 vaccinations to all Manitobans.
- Promoted the adoption of the high-dose influenza vaccine among seniors, ensuring enhanced protection for those at increased risk of severe outcomes.
- Addressed an uptick in meningococcal disease cases by introducing an updated meningococcal vaccine for infants at 12 months of age, covering four strains (Men-ACYW) compared to the previous three-strain product. Initiated a catch-up program for children born between January 1, 2020, and February 28, 2023, irrespective of previous meningococcal immunizations.
- Collaborated with provincial, regional, and First Nations partners to manage outbreaks of meningococcal and pertussis (whooping cough), ensuring the availability of resources, communications, human resources, and vaccines for affected communities.
- Developed a process for newcomers to Manitoba to submit their immunization records for validation and inclusion in the provincial immunization registry, leading to a substantial increase in recorded immunization records.
- Ongoing review and updates to Manitoba's vaccine program based on epidemiological evidence and recommendations from the National Advisory Committee on Immunization, including recent changes to the meningococcal and pneumococcal vaccines.

8(g) Immunizing Agents, Biologics and Drugs

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	36,946		31,827	5,119	1
Total Sub-Appropriation	36,946	-	31,827	5,119	

Explanation(s):

1. Primarily due to higher volume.

Health Transformation

Sub-Appropriation Description

Provides support for projects related to the transformation of the health system.

Key Results Achieved

- Achieved significant progress in health system transformation, leading to a reduced reliance on the Transformation Management Office. Most transformation plans are projected to be completed by 2024-25, which will result in the phase-out of the office.

8(h) Health Transformation

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	20,412		25,041	(4,629)	1
Total Sub-Appropriation	20,412	-	25,041	(4,629)	

Explanation(s):

1. Primarily due to delays in the implementation of Health Transformation initiatives.

Medical (Res. No. 21.9)

Main Appropriation Description

Provides payment to, or on behalf of, residents of Manitoba for services insured under the Manitoba Health Services Insurance Plan in respect of fee-for-service claims submitted by physicians (including out-of province physicians), optometrists, chiropractors, oral and maxillofacial surgeons, and dentists, as well as non-fee-for-service payments to physicians. Provides support through the physician recruitment and retention programs towards the training, recruitment, and retention of physicians in Manitoba.

Sub-Appropriations	2023-24 Actual	2023-24 Authority	
	\$(000s)	FTEs	\$(000s)
Fee-For-Service	1,079,095	-	980,538
Alternate Funding	621,311	-	601,961
Other Professional	29,370	-	31,106
Out-of-Province Physicians	35,640	-	33,044
Physician Recruitment and Retention Program	53,577	-	42,300
TOTAL	1,818,993	-	1,688,949

Fee-For-Service

Sub-Appropriation Description

Provides for services in respect of fee-for-service claims submitted by physicians.

9(a) Fee-For-Service

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	1,079,095		980,538	98,557	1
Total Sub-Appropriation	1,079,095	-	980,538	98,557	

Explanation(s):

1. Primarily due to increase in price and volume.

Alternate Funding

Sub-Appropriation Description

Provides for services in respect of non-fee-for-service payments to physicians, physician assistants, and clinical assistants.

9(b) Alternate Funding

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	621,311		601,961	19,350	1
Total Sub-Appropriation	621,311	-	601,961	19,350	

Explanation(s):

1. Primarily due to increase in price and volume.

Other Professional

Sub-Appropriation Description

Provides for services insured under the Manitoba Health Services Insurance Plan in respect of fee-for-service claims submitted by optometrists, chiropractors, and oral and maxillofacial surgeons and dentists.

9(c) Other Professionals

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	29,370		31,106	(1,736)	
Total Sub-Appropriation	29,370	-	31,106	(1,736)	

Out-of-Province Physicians

Sub-Appropriation Description

Provides for services insured under the Manitoba Health Services Insurance Plan in respect of fee-for-service claims submitted by physicians as well as non-fee-for-service payments to physicians for services required by Manitobans while temporarily out of the province.

9(d) Out-of-Province Physicians

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	35,640		33,044	2,596	1
Total Sub-Appropriation	35,640	-	33,044	2,596	

Explanation(s):

1. Primarily due to higher volume.

Physician Recruitment and Retention Program

Sub-Appropriation Description

Provides for physician recruitment and retention programs towards the training, recruitment, and retention of physicians, with particular focus in rural and northern Manitoba.

Key Results Achieved

- Signed a new four-year Physician Services Agreement on July 31, 2023, for 2024-27, featuring a record overall funding increase of \$268 million. This agreement supported longitudinal family practice, enhanced communication tariffs for connections with specialists and other health care providers, recognized family practice physicians as specialists, provided financial support for increased practice costs, and streamlined processes to reduce administrative burden.
- Contributed \$450,000 to the Physician Peer Support program outside the physician agreement to improve wellness and reduce burnout risk.
- Approved regulatory changes to streamline pathways to employment for internationally educated physicians, enabling quicker entry into the health-care workforce. Additionally, invested in expanding post-graduate medical education by renewing a multi-year agreement with the University of Manitoba to add 74 new seats from 2023 to 2026.

9(e) Physician Recruitment and Retention Program

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	53,577		42,300	11,277	1
Total Sub-Appropriation	53,577	-	42,300	11,277	

Explanation(s):

1. Primarily due to incentives to physicians.

Pharmacare (Res. No. 21.10)

Main Appropriation Description

Provides for prescribed pharmaceutical benefits subject to The Prescription Drugs Cost Assistance Act and regulations and The Pharmaceutical Act and regulations to protect the residents of Manitoba from financial hardship resulting from expenses for eligible prescription drugs. Includes prescribed pharmaceutical benefits provided under the Department of Families' Health Services program for social assistance participants.

Sub-Appropriations	2023-24 Actual	2023-24 Authority	
	\$(000s)	FTEs	\$(000s)
Drug Programs	523,237	-	513,330
Drug Expenditures Incurred by the Department of Families	(78,559)	-	(78,692)
TOTAL	444,678	-	434,638

Drug Programs

Sub-Appropriation Description

Funds prescribed pharmaceutical benefits subject to The Prescription Drugs Cost Assistance Act and regulations and The Pharmaceutical Act and regulations to protect the residents of Manitoba from financial hardship resulting from expenses for eligible prescription drugs.

Key Results Achieved

- Participated in the pan-Canadian Pharmaceutical Alliance and Canadian Generic Pharmaceutical Association Memorandum of Understanding process, which became effective on October 1, 2023, resulting in a new three-year pricing initiative for generic drugs under the pan-Canadian Tiered Pricing Framework.

10(a) Drug Programs

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	523,237		513,330	9,907	1
Total Sub-Appropriation	523,237	-	513,330	9,907	

Explanation(s):

1. Primarily due to higher price and volume.

Drug Expenditures Incurred by the Department of Families

Key Results Achieved

- Engaged with the Employment, Income and Health Supports branch under the Department of Families throughout the 2023-24 fiscal year to review and discuss the Employment and Income Assistance drug benefit program.

10(b) Drug Expenditures Incurred by the Department of Families

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	(78,559)		(78,692)	133	
Total Sub-Appropriation	(78,559)	-	(78,692)	133	

Costs Related to Capital Assets of Other Reporting Entities (Res. No. 21.11)

Main Appropriation Description

Provides funding to the health authorities, CancerCare Manitoba and Shared Health for principal repayment on approved borrowing, equipment purchases, other capital expenditures and interest.

Sub-Appropriations	2023-24 Actual	2023-24 Authority	
	\$(000s)	FTEs	\$(000s)
Principal Repayments	120,119	-	125,019
Equipment Purchases and Replacements	18,163	-	18,163
Other Capital	10,321	-	7,700
Interest	59,989	-	54,710
TOTAL	208,592	-	205,592

11(a) Principal Repayments

Expenditures by Sub-Appropriation	Actual 2023-24	Authority 2023-24		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Other Expenditures	120,119		125,019	(4,900)	1
Total Sub-Appropriation	120,119	-	125,019	(4,900)	

Explanation(s):

- 1. Project timelines took longer than initially planned therefore debt repayment did not occur in the manner originally forecasted.

11(b) Equipment Purchases and Replacements

Expenditures by Sub-Appropriation	Actual 2023-24	Authority 2023-24		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Other Expenditures	18,163		18,163	-	
Total Sub-Appropriation	18,163	-	18,163	-	

Other Capital

11(c) Other Capital

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	10,321		7,700	2,621	1
Total Sub-Appropriation	10,321	-	7,700	2,621	

Explanation(s):

1. Primarily due to higher outright cash payments for equipment purchases.

Interest

11(d) Interest

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	59,989		54,710	5,279	1
Total Sub-Appropriation	59,989	-	54,710	5,279	

Explanation(s):

1. Primarily due to higher interest rates.

Costs Related to Capital Assets (Non-Voted) (Res. No. 21.12)

Main Appropriation Description

The appropriation provides for the amortization expense related to capital assets.

Sub-Appropriations	2023-24 Actual	2023-24 Authority	
	\$(000s)	FTEs	\$(000s)
General Assets	559	-	559
TOTAL	559	-	559

12(a) General Assets

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	559		559	-	
Total Sub-Appropriation	559	-	559	-	

Other Key Reporting

Departmental Risk

The department provides leadership in risk analysis through its Comptrollership framework and by creating a risk management culture that facilitates assessment and management of risk. Risk is managed for policy, operations, human resources, financial, legal, health and safety, environment and reputation within a legislative environment, both regarding the probability of occurrence and degree of damage and strategies for mitigating or minimizing potential situations.

A continuous, proactive and systematic process is undertaken to ensure that decisions support the achievement of organizational corporate objectives. This enterprise approach ensures that accidents and unexpected losses are minimized.

The department manages its risks under the guidance of its comptrollership plan and all aspects of the central government Manitoba Risk Management Policy. The department must: a) emphasize loss prevention, loss reduction and risk transfer methods; b) identify risks thoroughly; c) identify strategies to mitigate or minimize risk; and d) receive appropriate approval. Specific activities are identified in the department comptrollership framework to meet risk management responsibilities, as follows:

- High level enterprise risk is continually discussed at senior leadership meetings
- Risks continue to be monitored to ensure identification and mitigation of escalatory performance issues, and
- Work continues to be directed to support a strengthened culture of accountability and performance in the health system to mitigate performance risk.

Through fiscal year 2023-24, the department undertook the following specific activities toward managing its risks.

Risk	Activities taken to reduce / remove risk
Public Service Build Capacity	<ul style="list-style-type: none"> • Allocated funding for specialized training for staff in business continuity planning, innovation, culture building, and workplace health and safety. • Continued working with branches to implement changes related to commissioning sub-process workflows to better align and integrate the department's policy, planning funding, and oversight mandate.
Increased rates of vaccine preventable diseases (including COVID-19, influenza, childhood diseases), infectious disease spread, and other emerging diseases	<ul style="list-style-type: none"> • Provided frequent communication to health care providers and the public regarding the importance of being up to date on immunizations. • Resumed processes for home-schooled students to be contacted by regional public health to have the opportunity to be immunized.

- Delivered letters and broad public communications to encourage immunizations against measles for those eligible in response to increased cases in Canada and internationally. Letters are sent out:
 - o monthly at various ages to remind parents of any overdue immunizations for their children, and
 - o to families of young children who were born 2019-2021 who were behind on their immunizations after the COVID-19 pandemic.
- Initiated a process for individuals immunized outside of Manitoba to submit their immunization records to be validated and recorded into the provincial immunization registry. Individuals receive a copy of their immunization record that identifies any immunizations they may still require.
- Supported regional and community vaccine delivery and programming to enhance access to immunization.
- Initiated a cross-departmental response to HIV and other STBBIs that will support planning and actions to reduce the trajectory of new cases.
- Invested in community-led HIV and STBBIs prevention, treatment and care initiatives:
 - o Manitoba HIV Program's foundational work for the Program to Access Treatment for HIV and Support (PATHS).
 - o Aboriginal Health and Wellness Centre mobile care service that will provide Indigenous-led HIV/STBBIs services to individuals who are unhoused or precariously housed, in addition to other wrap-around primary care services.
 - o Ka Ni Kanichihk's Mino Pimatisiwin Sexual Wellness Lodge.
- Piloted a new workforce (communicable disease paraprofessionals) to enhance public health follow-up for cases and contacts of gonorrhea and chlamydia.
- Supported health care providers to provide treatment and care for STBBIs, including updated clinical guidance for HIV and Hepatitis C, and a new reference tool for managing syphilis.
- Developed new Population and Public Health Standards for Harm Reduction: Supply Distribution and Community Engagement.
- Monitored, supported and maintained the legacy systems used by the department on an ongoing basis. Any issues were prioritized and remediated to ensure systems remain responsive to the business area.

Technology limitations

- Identified the need for replacing legacy systems and added projects to the Department's Annual Capital Plan. Prioritized and advanced projects for replacement based on risk.
- Started developing a new claims management system for the out-of-province claims program, with reciprocal claims to be addressed subsequently. Also, Registration and Client Services, digital health, initiated the development of a new application/adjudication system to accommodate the current and future increasing service volume. These multi-year projects will align systems and enable the rollout of a physical plastic health card compatible across both services, with new cards anticipated to be available to the public in late 2024-25.

Regulatory Accountability and Red Tape Reduction

Regulatory requirements

	April 1, 2023	March 31, 2024
	107,491*	107,491*
	0**	0**
Total number of regulatory requirements	6,013***	6,013***
Net change		N/A

* regulatory requirements of the former Department of Health [see Order in Council 351/2023]

** regulatory requirements of the former Department of Seniors and Long-Term Care [see Order in Council 351/2023]

*** regulatory requirements of the former Department of Mental Health and Community Wellness [see Order in Council 351/2023]

The 2023-24 figures do not reflect the changes made by the department in the fiscal year or as a result of government reorganization, as counting of regulatory requirements was discontinued in the fiscal year. The associated performance measure was concurrently discontinued. The obligation to report on regulatory requirements for the fiscal year is repealed upon the enactment of Bill 16, The Regulatory Accountability Reporting Act and Amendments to The Statutes and Regulations Act, as introduced in the First Session of the 43rd Legislature.

The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act came into effect in April 2007 and amended in 2018. It gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba public service and protects employees who make those disclosures from reprisal. The act builds on protections already in place under other statutes, as well as collective bargaining rights, policies, practices and processes in the Manitoba public service.

Wrongdoing under the act may be: contravention of federal or provincial legislation; an act or omission that endangers public safety, public health or the environment; gross mismanagement; or knowingly directing or counseling a person to commit a wrongdoing. The act is not intended to deal with routine operational or administrative matters.

A disclosure made by an employee in good faith, in accordance with the act, and with a reasonable belief that wrongdoing has been, or is about to be committed is considered to be a disclosure under the act, whether or not the subject matter constitutes wrongdoing. All disclosures receive careful and thorough review to determine if action is required under the act and must be reported in a department’s annual report in accordance with Section 29.1.

The following is a summary of disclosures received by Manitoba Health, Seniors and Long-Term for fiscal year 2023-24.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2023-24
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	NIL
The number of investigations commenced as a result of a disclosure. Subsection 29.1 (2)(b)	NIL
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 29.1(2)(c)	NIL

Protection for Persons in Care Office	Annual Statistics 2023-24
Number of Referrals Received	2612
Number of Investigations	64
Investigation Type	
Financial	2
Neglect	24
Mental and Emotional	0
Physical	23
Sexual	10
Other	5
Relation of Subject of Allegation to Patient	
Agency Staff	13
Co-Patient	2132
Facility Staff	277
Family	58
Friend	7
Visitor	7
Other	49
Unknown	47
Not Specified	30

Note: Numbers do not align to number of referrals received due to several reports that involve multiple subjects of allegation.

Equity and Diversity Benchmarks

Manitobans are best served by a public service that is inclusive and representative of the diverse population of Manitoba at all levels of the organization, including senior management. Employment equity status is self-identified on a voluntary basis when individuals are hired into a position or at any time during their employment with Manitoba’s public service. Employment equity groups reported include women, Indigenous peoples, visible minorities, and persons with disabilities. This measure will capture diversity in Manitoba’s public service and in senior management.

Equity Group	Benchmarks	% Total Employees as at March 31, 2024
Women	50%	66%
Indigenous Peoples	16%	6%
Visible Minorities	13%	29%
Persons with Disabilities	9%	6%



INDEPENDENT AUDITOR'S REPORT

To the Legislative Assembly of Manitoba
To the Minister of Health

Opinion

We have audited the Schedule of Payments of the Manitoba Health Services Insurance Plan (“the Plan”) for the year ended March 31, 2024 (“the schedule”).

In our opinion, the financial information in the schedule of the Plan for the year ended March 31, 2024 is prepared, in all material respects, in accordance with Section 5 of *The Public Sector Compensation Disclosure Act*.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Schedule* section of our report. We are independent of the Plan in accordance with the ethical requirements in Canada that are relevant to our audit of the schedule, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter: Basis of Accounting

We draw attention to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Plan to meet the requirements of Section 5 of *The Public Sector Compensation Disclosure Act*. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedule

Management is responsible for the preparation of the schedule in accordance with Section 5 of *The Public Sector Compensation Disclosure Act* and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Plan’s financial reporting process.



Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial information.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Plan's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

“Original signed by”

Office of the Auditor General
Winnipeg, Manitoba
September 23, 2024

Manitoba Health Services Insurance Plan
The Public Sector Compensation Disclosure Act
Schedule of Payments for Fiscal Year Ended March 31, 2024

Basis of Accounting

This Schedule of Payments is published in compliance with the provisions of The Public Sector Compensation Disclosure Act.

The Act requires the publication of the name of every person who receives \$85,000 or more in the fiscal year for providing services to insured persons under The Health Services Insurance Act, and the amount paid to each. It should be noted that the payments reported for physicians represents their fee-for-service, net of any recoveries, sessional fees, and fees for committee meetings.

The payments reported do not include payments that a physician may receive:

- *From alternate sources such as for salary and contract payments, on-call stipends, etc.*
- *For providing services to insured persons (Manitoba residents) when outside of Manitoba for which Manitoba Health reimburses the health care provider.*
- *For providing services to non-residents of Manitoba (non-insured persons under The Health Services Insurance Act) for which Manitoba Health receives reimbursement from third parties.*

The fee-for-service payments are reported under the name of the practitioner who provided the services, except for special arrangements when services provided by a group of practitioners are billed in the name of a single practitioner for administrative efficiencies. This type of billing arrangement is in place for radiology, laboratory, nuclear medicine, and dialysis services in particular. As a result, some of the amounts shown have not been generated solely by the practitioner whose name is shown.

Persons reading these data should understand that:

- *This Schedule provides only a record of gross payments made by Manitoba Health to the practitioner.*
- *A practitioner's net income may vary from the gross payments shown as costs of operating a practice must be paid from these gross payments.*
- *As total revenues and costs of practice vary significantly between specialty groups and between individual practitioners, net income can also vary significantly.*

ABBOTT, BURTON B	\$529,248.47	ADEGBOYEGA, MARGARET	\$405,935.00	AHWENG, ALBERT	\$264,146.12
ABBU, GANESAN P	\$155,605.63	ADELUFOSI, ADEGOKE O	\$183,147.58	AHWENG, ANDREW G	\$1,567,323.23
ABBU, KAVITHAN	\$474,942.57	ADRIAANSEN, MARIA JUS	\$177,610.38	AIKEN, ANDREW	\$94,268.75
ABDALLATEEF, YOSSRA H	\$300,704.49	AFIFI, TAREK J	\$1,664,176.74	AINSLIE, MARTHA D	\$215,042.57
ABDALMASSIH, MICHAEL	\$196,478.02	AFOLABI, BABAFEMI	\$696,679.14	AJAO, MONISOLA	\$275,644.23
ABDELGADIR, IBRAHIM	\$692,716.56	AFROSE, SAIMA	\$141,014.99	AJAO, OLARENWAJ	\$301,505.33
ABDUL SALAM, MOHAMMED	\$100,070.08	AFROZE, RUMANA	\$131,803.59	AJAYI, TEMITOPE	\$842,290.96
ABDULRAHMAN, SULEIMAN	\$571,332.40	AFSHAR, NARGES	\$391,463.62	AKERELE, OLADAPO	\$405,909.08
ABDULREHMAN, A S	\$86,831.22	AGABA, NGOZI MAR	\$414,197.74	AKHIDIME, BLESSING	\$108,500.40
ABEJ, ESMAIL A	\$1,520,624.34	AGHA, SHAHINA	\$218,556.59	AKHTAR-DANESH, GILEH-GOL	\$196,180.42
ABELL, WILLIAM R	\$91,608.35	AGOSTINHO, ANDREA V	\$150,121.18	AKINPELU, FADEKE O	\$633,570.04
ABISHEVA, GULNIYAZ	\$654,034.14	AGRAWAL, VEENA R	\$369,176.96	AKINSOLA, AKINTUNDE	\$428,324.82
ABO ALHAYJAA, SAHAR	\$385,206.55	AGUAYO BONNIARD, ALBERTO J	\$1,185,511.32	AKINSOLA, OLUWATOSI	\$123,048.92
ABOULHODA, ALAA S	\$85,577.48	AHMAD, ABSAR	\$391,351.98	AKINTOLA, OLALEKAN	\$336,807.96
ABRAMS, ELISSA M	\$540,491.62	AHMAD, ARDALANEJ	\$497,769.61	AKRA, MOHAMED A	\$323,777.59
ABUJAZIA, ABDURREZA	\$571,442.29	AHMAD, SUFFIA N	\$394,707.90	AL-ABBASI, BASHAR A	\$376,130.42
ACHESON, MACKENZIE	\$100,079.75	AHMED, MUNIR	\$547,560.92	ALABDOULSALAM, TAREQ	\$220,956.67
ADAM, CHRIS J E	\$483,021.20	AHMED, MUSAWIR	\$286,853.67	ALAI, ZANA	\$487,137.00
ADAM-SDROLIAS, HEATHER L	\$269,993.54	AHMED, NASEER	\$234,593.03	ALAMIAN HARANDI, ANOOSH	\$115,626.65
ADEDIRAN, TOLUWATOP	\$135,569.60	AHMED, SANA J	\$485,045.90	ALAMIAN HARANDI, KAYVAN	\$1,447,586.55
ADEGBESAN, ADENIYI A	\$1,157,503.52	AHUJA, NITIN	\$529,828.60	ALAMIAN-HARANDI, KOUROSH	\$1,165,607.78

Manitoba Health Services Insurance Plan
The Public Sector Compensation Disclosure Act
Schedule of Payments for Fiscal Year Ended March 31, 2024

(Continued)

ALEXANDER, IAN SCOTT	\$302,186.71	ASHFAQ, BUSHRA	\$691,648.47	BARSKE, HEATHER L	\$544,635.90
ALHRBI, MASHAEL M	\$154,656.29	ASHRAFIHABIBABA, LEILA	\$204,688.57	BARTEAUX, BROOKS	\$103,016.89
ALI NEJAD, SHAHROKH	\$120,300.14	ASKARIFAR, RASOOL	\$575,386.54	BASHIR, BASHIR	\$592,529.93
ALI, ABDALLA M	\$222,185.28	ASSKAR, RAMZI	\$533,320.00	BASI, AMAN	\$116,331.85
ALI, EBTIHAL A	\$139,582.48	ATAINYANG, MOLLIE	\$314,719.83	BASRA, GAGANDEEP	\$956,542.57
ALI, MOLUD A E	\$535,041.98	ATALLA, NIVEEN G	\$420,253.21	BASSILY, MENA N F	\$1,006,862.26
ALI, MOSSADEQ	\$305,983.98	ATCHISON, TYLER J	\$369,993.47	BASSON, ANEL	\$88,217.71
ALJAFARI, ALHASSAN	\$332,261.52	ATIF, HINA	\$160,908.41	BASSON, HENDRIK J	\$306,042.81
AL-KAABI, ATHEER	\$395,266.76	ATIJOSAN, OLAGOKE	\$391,363.57	BASTA, AYMAM F	\$693,457.49
ALLAN, DONALD R ³	\$473,796.09	ATOYEBI, OLADELE	\$355,960.98	BASTA, MICHAEL	\$86,963.86
ALLEN, DAVID W	\$1,273,158.78	ATOYEBI, OLUFUNMIL	\$191,192.83	BATTAD, ANTHONY B	\$143,587.92
ALLEN, JESSICA S	\$225,582.04	ATTALLA, SHADY	\$443,908.93	BAY, GRAHAM H	\$864,572.64
ALMALKY, AMMAR	\$550,522.10	AUNG, HTWE THID	\$188,611.87	BAYDOCK, BRADLEY	\$176,603.05
AL-MOUMEN, ZAKARIA	\$990,888.36	AVILA FLORES, FRANCISCO ²	\$1,006,593.39	BEAUMONT, IAN D	\$198,924.85
ALMOUSTADI, WAIEL A	\$417,335.42	AWADALLA, ALAA	\$859,991.81	BEAUPRE, JENWA	\$268,927.97
ALSAGHIR, ABDULLAH	\$121,742.06	AWOPETU, OKPAN	\$193,447.55	BEGUM, FATEMA	\$1,242,537.09
ALSHANTI, MARWAN	\$423,269.68	AYINDE, WASIU A	\$876,977.44	BEIKO, JASON	\$141,074.71
ALTMAN, ALON	\$513,079.68	AZER, NIVINE N	\$417,242.61	BELDAVS, ROBERT A	\$1,357,846.85
ALTMAN, GARY N	\$240,101.30	AZIZ, AZIZ N N	\$795,735.97	BELLAN, GARY	\$268,055.45
ALTO, MEAGHAN L	\$150,546.53	AZIZ, MINA	\$180,008.28	BELLAN, LORNE D	\$449,184.62
AMADEO, RYAN J J	\$534,918.19	AZZABI, ATAF HADI	\$133,668.53	BELLAS, JONATHON	\$266,657.19
AMBROSE, DEVON J	\$493,688.67	AZZAM, HUSSAM M	\$279,694.40	BELLISARIO, TIO	\$149,335.05
AMEDE, KEBEDE H	\$470,157.17	AZZAM, LINA	\$334,031.94	BELLO, AHMED B	\$134,265.40
AMES, DAVID H	\$850,802.98	BABICK, ANDREA P	\$439,132.19	BELLO, ANTHONY	\$138,997.81
AMIR, NUMAN	\$146,128.99	BABICK, TERRY R	\$746,640.44	BEMMENT, MARK W	\$418,281.09
ANANG, JULIUS B	\$307,396.04	BACILY, MERVAT A	\$493,843.57	BENNING, HARBINDER	\$559,069.21
ANANG, POLINA	\$105,770.84	BADENHORST, FREDERIK	\$349,675.85	BENNING, HARJIT S	\$1,248,690.70
ANASHARA, FOUAD H	\$91,881.31	BADENHORST, LYNETTE	\$181,813.11	BENNING, RUPAL S	\$1,063,975.44
ANDERSON, BRADY ROB	\$278,308.28	BAGRY, HEMA S	\$439,897.92	BENSHABAN, LAMIN	\$284,750.00
ANDERSON, BRENT R	\$334,512.72	BAILLIE, CORY	\$586,452.19	BENZAGLAM, ALI	\$1,250,426.10
ANDERSON, MATTHEW	\$153,616.63	BAKER, CHANDRAN	\$1,090,694.31	BERARD, FRANCES C	\$119,032.90
ANDERSON, RYAN A	\$455,694.46	BAKKAI, ALI MUBAR	\$133,106.82	BERDNIKOV, ALEXEI A	\$267,413.44
ANDREIW, ADAM	\$117,895.41	BALAGEORGE, DIMITRIOS	\$460,257.83	BEREZNAV, OLIVER	\$367,411.41
ANDREW, CHRIS	\$816,474.39	BALHAJ, ABDELAATI	\$336,455.78	BERGMAN, AMANDA D	\$325,067.21
ANGUS, TREVOR J	\$469,227.39	BALKO, GEORGE	\$364,671.74	BERNSTEIN, CHARLES N	\$899,357.18
ANOZIE, CHIAKA B	\$436,831.81	BALL, FREDERIC	\$449,823.03	BERNSTEIN, KEEVIN	\$827,211.75
ANSARI, JAHANZEB	\$287,000.45	BALLEGEER, TREVOR A	\$109,415.27	BERRINGTON, NEIL R	\$259,952.76
ANSARI, MUHAMMAD	\$627,638.45	BALLEN, JENIFER L	\$301,487.00	BESHARA, EREN I A	\$351,390.42
ANSARIAN, HAMID R	\$447,926.21	BALOGUN, SAHEED OL	\$373,694.26	BEST, LE RON	\$138,890.48
ANSSARI, NEDA	\$532,593.89	BALUSHA, ABEDALLAH	\$143,233.56	BEST, RAINA L	\$191,315.34
ANTTILA, LISA K	\$650,338.83	BAMMEKE, FEMI	\$245,115.57	BHALLA, JULIE K	\$129,317.27
APOESO, OMOLOLA	\$475,919.61	BANERJI, VERSHA	\$119,748.14	BHANGOO, DALJIT S	\$556,329.51
APPLEBY, STEPHANIE	\$356,598.35	BANMANN, DARIN S	\$354,695.10	BHANGOO, SANDIP S	\$133,443.23
AQUIN, TREVOR	\$304,058.39	BARAC, IVAN	\$470,665.56	BHANGU, MANPREET	\$514,459.45
ARAGOLA, SANJAY	\$537,942.57	BARAC, SNEZANA	\$159,822.60	BHANOT, PRADEEP	\$354,309.62
ARANEDA, MARIA C	\$109,192.41	BARAGAR, INGRID	\$121,063.14	BHARJ, AMIT	\$217,703.40
ARARA, MOHAMMED	\$384,445.15	BARBER, COLIN	\$647,532.47	BHASIN, HIMANI	\$386,001.01
ARBUCKLE, BRADEN	\$143,925.96	BARC, JENNINE	\$371,135.44	BHUIYAN, NAZMUN N	\$349,299.83
ARCHER, LORI ANNE	\$356,336.40	BARCZAK, ALEKSANDR	\$466,154.62	BHULLAR REHSIA, ASHLEY	\$608,743.27
ARENSON, BENJAMIN	\$135,359.55	BARKER, MARK F	\$866,947.07	BHULLAR, KIRANDIP	\$215,807.01
ARMSTRONG, BRENT	\$217,771.27	BARKMAN, JAYSON M	\$577,107.14	BHULLAR, MATTHEW J	\$505,126.55
ARMSTRONG, SEAN ³	\$1,306,454.41	BARNARD, ALICIA G	\$89,544.41	BHULLAR, NAVDEEP	\$737,649.46
ARYA, VIRENDRA	\$637,420.13	BARNES, DANIEL W	\$354,433.14	BHULLAR, RICK S	\$1,084,818.56
ASHAM, HANY A	\$537,349.05	BARNES, JEFFREY G	\$437,203.62	BIALA, BARBARA	\$164,294.01
ASHCROFT, R P	\$187,682.43	BARON, CYNTHIA M	\$182,470.62	BIALY, MACIEJ B	\$308,322.24
ASHCROFT, REBECCA C	\$437,484.85	BARON, KENNETH I	\$279,454.64	BIALY, PETER C	\$406,038.40
ASHDOWN, HEATHER	\$171,182.92	BARR, BRYCE	\$457,773.56	BILENKI, SHERRY	\$160,291.76

Manitoba Health Services Insurance Plan
The Public Sector Compensation Disclosure Act

Schedule of Payments for Fiscal Year Ended March 31, 2024

(Continued)

BILLINKOFF, ERROL N	\$255,349.11	BRAINCH, NAVJOT KA	\$397,700.98	BUTLER, JAMES B	\$245,745.46
BILOS, RICHARD J	\$227,426.34	BRANDES, LORNE J	\$106,098.02	BUTLER, NICOLAAS	\$121,874.97
BIRK, PATRICIA	\$86,693.30	BRAR, ADARSHDIP	\$230,195.30	BYBEL, BOHDAN ⁴	\$142,062.29
BIRT, DOUGLAS	\$118,627.34	BRAR, KIRANPREE	\$232,947.79	BYKOVA, ELENA	\$572,507.71
BISHAY, WAGDY	\$480,364.82	BRAS, JAMES A	\$455,587.19	BYNKOSKI, STACEY A	\$458,770.41
BISSON, DANNY S	\$334,326.90	BRAUN, CHANTEL M	\$178,000.62	BZOVEY, BRANDON	\$158,811.25
BISSON, JOANNE	\$102,443.21	BRAUN, JEANELLE	\$153,772.50	BZURA, THOMAS J	\$532,090.46
BLACK, G BRIAN	\$118,122.68	BRAUN, KAREN Y	\$410,230.55	CAMAACLANG, VANESSA	\$124,653.76
BLACKIE, KAREN M	\$108,083.33	BRECKMAN, DAVID K	\$576,080.75	CAMORIANO NOLAS, GERARDO D	\$1,740,888.90
BLAD, ERICA	\$89,091.98	BRECKMAN, GILLIAN L	\$493,152.88	CAMPBELL, BARRY	\$207,919.59
BLAIS, ASHLEY	\$346,198.88	BRENNAN, GERALD D	\$486,572.35	CAMPBELL, GARTH	\$85,183.19
BLAMPY, JANICE R	\$169,326.85	BRETECHER, GILBERT J	\$215,748.22	CAMPBELL, JENNIFER	\$105,344.89
BLAZIC, IVAN	\$670,025.99	BRETT, MATTHEW J	\$251,625.74	CAMPBELL, NEIL	\$207,562.67
BLELLOCH, SARAH R	\$569,062.24	BRICHACEK, MICHAL	\$117,297.63	CANAVAN-HOLLIDA, KEVIN	\$580,353.17
BLOM, LOURENS J	\$383,998.25	BRIGGS, CHRISTOPH	\$156,844.33	CANDALE-RADU, CLAUDIA	\$267,476.57
BLOUW, ERIKA R	\$337,907.44	BRINKMAN, RYAN J	\$379,144.23	CANERS, DENNIS T	\$568,143.98
BLOUW, MARCUS R	\$162,788.45	BRINKMAN, SHAUNA	\$806,635.92	CANERS, THEO	\$114,545.06
BLYTH, SCOTT	\$194,882.56	BRISCOE, DEREK	\$409,001.40	CANTOR, MICHAEL J	\$533,684.01
BOCK, GERHARD W	\$127,157.12	BRISTOW, KRISTIN	\$98,510.94	CANTOR, RYAN	\$254,089.68
BODNARCHUK, TAVIS R	\$667,209.67	BRITTON, ASHLEY	\$96,518.73	CAPLAN, DEBORAH C	\$296,468.65
BOGAERT, PASCAL	\$238,105.22	BRODOVSKY, STEPHEN C	\$748,581.39	CAPPELLANI, RONALD B	\$203,894.52
BOHEMIER, ROBERT J	\$171,022.03	BROKOPP, NICOLE	\$150,854.07	CARELS, BRENNAN	\$148,706.29
BOHM, CLARA J	\$375,458.72	BROWN, ALASTAIR	\$342,344.17	CARLETON, ALISON	\$326,545.29
BOHM, ERIC R	\$660,049.43	BROWN, JONATHAN	\$506,425.36	CARLEY, ROSS	\$153,877.55
BOHN, ETHAN T	\$499,135.41	BROWN, KEVIN	\$112,239.54	CARLSON, KURTIS WA	\$265,354.49
BOKTOR, HANAN	\$128,758.80	BROWN, ROBERT	\$407,639.37	CARPENTER, JEAN-LOUP	\$86,245.39
BOMAN, JONATHAN	\$213,687.45	BRUCE, KELSEY	\$107,057.59	CARRICK, KATHRIN	\$127,598.07
BONAKDAR, HAMID R	\$1,197,907.62	BRUDNEY, CHARLES S	\$246,731.03	CASEY, ALAN R	\$378,154.98
BONELLA, MARIA	\$85,448.15	BRUNEAU, MICHEL R	\$616,258.98	CASSANO-BAILEY, ALESSANDR	\$611,604.89
BONIEL, AVI	\$747,698.01	BRYANTON, MARK	\$1,366,667.48	CASWELL, BRENT	\$174,943.23
BONIEL, NANCY	\$876,195.85	BUBIS, LEV	\$163,431.79	CASWILL, MELISSA E	\$248,772.44
BOOKATZ, BRIAN J	\$418,311.00	BUCHEL, EDWARD W	\$1,219,334.13	CATTANI, LYNNSEY	\$311,286.33
BOON, LAURIE E	\$110,510.37	BUCHEL, TAMARA L	\$223,011.18	CAVERS, JACOB	\$213,263.73
BOOTH, STEVEN A	\$701,077.79	BUCHIK, GLENDA M	\$118,061.33	CAVERS, KENNETH J	\$228,248.21
BORCHERS, TANJA E	\$99,463.03	BUCHKO, KRISTYN A	\$300,715.84	CAZAKOFF, DAVID JER	\$223,268.66
BORKOWSKY, KENT	\$135,792.89	BUCKLEY, CHRISTINA	\$119,941.05	CHAKRABORTY, AMIYA R	\$472,603.88
BORLOT, FELIPPE	\$207,566.33	BUEDEFELD, DEREK EVA	\$1,109,799.34	CHAMPAGNE, SYLVIE	\$223,752.98
BORODITSKY, ALISSA	\$126,723.60	BUENAFE, JAY	\$787,183.11	CHAN, DAVID A	\$1,093,443.41
BORODITSKY, LILA M	\$349,482.25	BUETI, GIUSEPPE	\$962,806.36	CHAN, ENG LYAN	\$439,743.17
BORODITSKY, MARK	\$441,330.83	BUFFIE, TYLER	\$252,878.74	CHAN, LAURA H	\$532,185.26
BORODITSKY, MICHAEL L	\$339,790.26	BUFFO SEQUEIRA, ILAN	\$194,435.83	CHANDY, POORNIMA	\$948,210.52
BORRETT, GEORGE F	\$351,308.38	BULLARD, JARED	\$94,664.25	CHAPMAN, LEIGH	\$1,291,482.07
BORYS, ANDREW E	\$522,712.50	BULLEN, TYLER J P	\$510,984.69	CHAPPELL, GEORGIA	\$347,815.10
BOTHA, DANIEL JO	\$135,395.00	BUNKOWSKY, STEPHANEE	\$328,870.02	CHARENTE, MIRANDA	\$289,606.72
BOTKIN, ALEXIS A	\$306,255.59	BURG, MAXWELL	\$202,889.38	CHARISON, JODIE	\$566,629.62
BOTKIN, COLIN D	\$920,323.06	BURKETT, BRITTANY	\$204,058.88	CHARTIER, BLAKE	\$130,868.82
BOURDON, NELSON	\$103,003.57	BURNELL, COLIN D C	\$631,526.70	CHAUDHARY, HARPAL	\$161,285.85
BOURGEAIS-GOSSE, JOELLE	\$138,463.68	BURNETT, C J	\$235,273.24	CHAUDHRY, HASAAN	\$467,977.88
BOURRIER, MATHIEU	\$111,359.22	BURNETT, CLINTON J	\$301,865.49	CHAUVIN, SARAH ELI	\$251,616.07
BOVELL, FRANK M	\$295,720.21	BURNETT, MAIRI	\$93,416.38	CHAVALI, SOUJANYA	\$259,721.77
BOWER, TENLEY N	\$879,033.67	BURNSIDE, TYLER C	\$261,609.34	CHEASLEY, CAILYN	\$123,348.75
BOWES, RENEE C	\$195,226.81	BURRON, IAN	\$319,492.96	CHEHADI, ABDEL-KAR	\$324,929.89
BOYD, APRIL J	\$767,747.49	BURTON, TANNER	\$258,706.24	CHEN, LYDIA Y X	\$121,376.73
BOYD, RYAN DAVI	\$238,663.00	BURYM, CRAIG J	\$613,859.50	CHENG, LONI	\$204,229.99
BRACKEN, JOHN H	\$560,421.15	BURZYNSKI, JEFFREY H	\$347,851.61	CHERIAN, RACHEL	\$157,047.09
BRACKENREED, NOLAN	\$413,743.56	BUSHARA, DALIA	\$409,662.62	CHERNOS, COURTNEY	\$687,892.39
BRADSHAW, CANDACE D	\$407,459.70	BUSHIDI, MBUYU	\$825,621.54	CHEUNG, PAUL K-M	\$276,687.69

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CHHABRA, MOHIT	\$869,923.59	CORMIER, RYAN	\$504,920.90	DAYYAT, ABDULMAJE	\$103,672.64
CHIN, DANIEL	\$942,043.25	CORNE, STEPHEN I	\$625,539.42	DE GUSSEM, ELS MARIA	\$115,421.40
CHISICK, LAURA B	\$271,136.34	CORNELSON, SHANE E	\$102,223.17	DE MOISSAC, PAUL C	\$260,387.19
CHO, PATRICK A	\$840,494.59	CORSO, ZACHARY	\$107,153.76	DE MUELENAERE, PHILLIP	\$1,119,286.16
CHO, PETER	\$573,909.42	COSSOY, MICHAEL	\$95,484.56	DE ROCQUIGNY, ANDRE J	\$741,163.09
CHOCHINOV, PAUL H	\$342,635.67	COUTTS, MARY E	\$133,012.08	DEAN, ERIN C	\$376,696.47
CHOI, JUNG-UN	\$130,774.45	COYLE, STEPHEN J	\$501,844.91	DEANE, KAREN	\$129,176.36
CHOPRA, AMIT	\$593,302.70	CRAM, DAVID H	\$948,359.36	DEANE, SHANNON	\$165,795.18
CHOPTIANY, THOR I	\$567,172.13	CRANSTON, MEGHAN E	\$395,321.50	DEBNATH, PRANAB K	\$188,068.32
CHOW, HERMAN	\$141,879.73	CRATON, NEIL	\$212,067.97	DEBROUWERE, ROLAND G	\$438,819.02
CHOW, MELINA	\$110,493.12	CREEK, KRISTEN	\$188,860.84	DECK, MEGAN	\$214,524.58
CHOWDHURY, AMITAVA D	\$289,372.61	CROCKER, ELISE D	\$333,670.16	DECOCK, CANDACE	\$164,560.74
CHOY, STEPHEN C	\$176,033.76	CROOK, LANCE A	\$438,022.43	DECTER, DIARMOID	\$696,339.71
CHRISTENSEN, JENNA	\$138,918.86	CROSBY, JASON A	\$1,143,433.88	DEKONINCK, THERESA	\$120,596.16
CHRISTIANSEN, DAVID N	\$305,895.20	CROSS, ROBERT	\$307,150.46	DELAQUIS, ALYSSA C	\$215,442.54
CHRISTODOULOU, CHRIS C	\$231,838.28	CROW, ROAN	\$515,526.14	DELAQUIS, CHLOE	\$120,812.61
CHUBATY, ROMAN A	\$378,109.91	CSUPAK, BRIAN E	\$313,895.58	DELISLE, MEGAN	\$189,443.19
CHUDLEY, DAVID A A	\$203,229.34	CSUPAK, ELAINE M	\$126,558.87	DEMERS, VERONIQUE	\$86,820.01
CHUMBER, TARWINDER	\$274,338.79	CUDMORE, JESSICA	\$268,570.12	DEMETER, SANDOR J	\$160,290.40
CHUNG, LOUIS	\$183,358.29	CUMMINGS, MICHAEL L	\$526,808.15	DEMSAS, HABTU	\$141,125.40
CIFTCI-KAVAKLIO, BEYZA	\$121,977.05	CURTIS, KYLE J	\$325,246.07	DENIS, JAMES P	\$526,743.46
CISNEROS, NESTOR	\$988,387.11	CUSHNIE, DUNCAN	\$578,046.13	DENISUIK, TYLER	\$363,426.42
CLARK, IAN H	\$275,071.79	CUVELIER, GEOFFREY	\$101,430.31	DEONARAIN, SUE	\$280,473.45
CLARK, KIRSTEN M	\$190,520.52	CUVELIER, SUSAN L	\$226,852.66	DEONARINE, LINDA	\$325,931.26
CLARK, SANDRA G	\$369,922.08	CYR, KAITLIN A	\$265,263.30	DERKATCH, SHELDON D	\$1,222,782.80
CLARK, TOD A	\$693,213.67	CYR-HORNICK, ANNIE	\$87,412.60	DERZKO, LYDIA A	\$112,930.44
CLASSEN, CHRISTOPH	\$317,448.85	CZAJKA-FEDIRCHU, CYNTHIA	\$242,240.20	DESAUTELS, ANGELA D	\$371,462.04
CLAYDEN, GERALD	\$481,427.53	CZAPLINSKI, KAZIMIERZ	\$101,790.46	DESAUTELS, DANIELLE	\$90,437.54
CLEGHORN, SCOTT A	\$624,106.70	CZAPLINSKI, PETER R	\$243,307.01	DESILETS, NICHELLE	\$358,445.99
CLEMENTE GUTIER, URIEL	\$130,903.93	CZAYKOWSKI, PIOTR M	\$124,778.21	DESMARAIS, G P	\$85,260.00
CLEVEN, RAEGAN D	\$309,049.38	DA SILVA, MEGAN	\$115,511.91	DESMOND, GERARD H	\$98,697.12
CLOUTIER, JUSTIN M	\$165,589.43	D'ABBONDANZA, JOSEPHINE	\$106,575.74	DESROCHERS, SEAN ROLA	\$612,746.06
CLOVECHOK, CODY	\$386,292.87	DAENINCK, PAUL J	\$161,121.99	DHALA, ALY	\$212,088.87
COATES, KEVIN R	\$592,217.86	DAKSHINAMURTI, SOWMYA S	\$232,910.69	DHALIWAL, AMREET	\$117,580.46
COCHRANE, DAVID	\$119,357.83	DALE, RYAN JONN	\$506,384.15	DHALIWAL, JAMIT S	\$603,515.97
COGAR, AMBER	\$707,450.90	DALLING, GORDON N	\$419,245.41	DHALIWAL, PERRY	\$207,830.82
COHEN, BARRY A	\$905,806.78	DALPHY, ALEXANDER	\$87,890.07	DHALIWAL, SIMARJOT	\$204,984.75
COLBOURNE, TERRY	\$294,954.82	DANDEKAR, ANAND S	\$534,574.53	DHALIWAL, SURINDER	\$304,674.13
COLISH, JANE	\$374,030.65	DANDEKAR, MASUMI S	\$239,066.67	DHALLA, SONNY S	\$1,248,470.22
COLLIN, MARIAN B	\$340,430.89	DANG, TAI HUU	\$260,240.20	DHANJAL, PERMUJEET	\$182,840.96
COLLISON, LINDA M	\$120,651.13	DAO, VI V B	\$230,931.88	DHARAMSI, NAFISA	\$134,891.03
COLLISTER, MARK	\$309,825.89	DAOUD, HANI M A	\$311,364.21	DIAMOND, HEATHER D	\$409,385.73
CONDON, AMANDA J	\$97,622.63	DARCEL, JOSEPH J	\$183,679.61	DIDI, AHMAD	\$151,098.46
CONEYS, JOHN G D	\$583,570.79	DARCZEWSKI, IRENA	\$403,989.06	DILLON, J DAVID	\$856,623.34
CONNELLY, KELSEY	\$275,653.22	DARE, IDOWU O	\$487,579.15	DILLON, TANYA	\$88,134.53
CONNOR, GRAHAM T	\$237,627.39	DARNBROUGH, ANDREA L	\$472,436.05	DIRKS, JACQUELYN	\$206,347.80
CONRAD, KYLE F	\$355,030.44	DARR, MITCHELL	\$127,301.74	DISSANAYAKE, DILANI	\$266,444.08
CONSUNJI-ARANET, RAQUEL	\$104,159.08	DART, ALLISON B	\$126,042.36	DJORDJEVIC, JOVANA	\$100,785.71
CONVERY, KEVIN	\$514,754.07	DARWISH, ABBAS	\$369,570.90	D'MELLO, ANDREA	\$116,538.68
COODIN, MICHAEL G	\$216,360.43	DASCAL, MARIO A	\$673,448.60	DOAK, GREG J	\$286,371.61
COODIN, SHALOM Z	\$192,236.92	DASHEFSKY, SIDNEY M	\$619,820.29	DOAN, QUY	\$380,200.23
COOK, KATIE A	\$379,510.79	DAVIDSON MEYER, CAITLYN	\$163,329.00	DOCKING, LEANNE M	\$444,515.85
COOKE, ANDREW L	\$347,464.67	DAVIDSON, J MICHAEL ²	\$6,003,770.73	DODD, KHUSHMAN	\$397,784.80
COOMBS, JENNIFER	\$176,155.51	DAVIE, SOPHIE	\$393,851.84	DOLYNCHUK, KENNETH N	\$197,161.69
COONEY, MATHIEU F	\$238,335.31	DAVIES, JARED	\$501,330.00	DOMKE, HEATHER	\$414,363.62
CORBETT, CAROLINE	\$802,405.63	DAWDY, MATTHEW	\$120,525.01	DOMKE, SHEILA	\$417,040.76
CORDOVA, JUAN L	\$248,212.30	DAYA, JAYESH J	\$454,233.34	DONALD, ERIKA CLA	\$91,005.09

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DONALESHEN, JENIVA A	\$737,851.80	EHSAEI, FARHAD	\$305,919.71	FATHIHELABAD, DAVOOD	\$180,319.61
DONNELLY, JOHN P	\$288,797.92	ELALLEGY, ABED ALI	\$433,385.84	FATOYE, ADETUNJI	\$192,858.92
DOOKERAN, RAVI	\$2,483,711.31	ELBARDISY, NOZAHY	\$440,989.82	FEIERSTEIN, MICHELE	\$133,392.65
DORNN, BRUCE	\$147,244.60	ELBAROUNI, BASEM	\$1,382,261.35	FELSCH, SHEILA E	\$300,241.93
DORTAJ, NICK	\$128,217.56	ELEFF, MICHAEL K	\$115,965.37	FERGUSON, DAVID A	\$108,303.32
DOUCET, PAUL M	\$214,485.83	ELGAZZAR, REDA F	\$129,433.54	FINLAYSON, NOLAN A	\$305,056.87
DOW, NATHAN W	\$260,934.67	ELGHERIANI, ALI	\$131,080.27	FINNEY, BRETT A G	\$459,642.46
DOWHANIK, MONICA A	\$110,595.21	EL-HADI, MUSTAFA	\$718,984.77	FIORENTINO, ELISA J F	\$128,596.00
DOWHANIK, PAUL B J	\$163,820.47	ELHAJJ, ALI	\$223,420.44	FISCHER, JONATHON	\$221,633.90
DOWNEY, ANGELLE D	\$223,880.74	ELIAS, EVAN D	\$1,520,103.14	FISHMAN, LAWRENCE	\$487,967.96
DOWNS, A CRAIG	\$492,021.20	ELIAS, KAMELIA	\$528,320.76	FJELDSTED, FREDRIK H	\$349,837.24
DRACHENBERG, DARREL E	\$949,670.01	ELIMBAN, VINIT V	\$332,712.09	FLETCHER, COLIN W	\$303,989.93
DRAPEAU, ANNIE	\$90,286.12	ELKHEMRI, A M	\$546,959.77	FLYNN, BRYAN T	\$688,273.31
DREWNIAK, ANNA	\$405,880.88	ELKIN, JONATHAN	\$347,391.33	FOERSTER, DAVID R	\$471,813.58
DREXLER, JAROSLAV	\$407,588.79	ELKIN, MARK S	\$372,647.29	FOGEL, JORDAN P ²	\$588,355.49
DU PLESSIS, MARLIE M	\$159,116.00	ELLIOTT, JACOBI	\$518,325.68	FOIDART, STEPHANE	\$183,889.83
DU PREEZ, JOACHIM	\$190,004.68	ELLIOTT, JASON	\$231,923.40	FONTES, AMANDA	\$97,125.03
DU TOIT, LINDA L	\$134,042.20	ELLIS, MICHAEL J	\$232,898.08	FONTIGNY, NADINE J	\$342,456.73
DU, GUOYAN	\$184,075.64	EL-MATARY, WAEI M M	\$112,391.44	FOROUZANDEH, FARIBA	\$420,143.83
DUBBERLEY, JAMES	\$391,269.34	EL-MAZAHY, MANAL MOH	\$308,511.56	FORSYTH, MARK D	\$778,705.37
DUBEY, ARBIND A	\$233,428.49	ELTAWIL, KARIM	\$820,455.58	FOSTER, RUKHSANA	\$758,296.07
DUBIEL, CHRISTOPH	\$178,999.17	ELVES, EMMETT J	\$135,289.41	FOTTI, CHRISTOPH	\$287,650.45
DUBYNA, AARON D	\$420,659.79	EMBIL, JOHN M A	\$1,376,168.32	FOTTI, SARAH A	\$387,260.70
DUBYNA, DALE	\$192,681.25	EMERY, C	\$496,104.42	FOURIE, PHILIP	\$277,479.16
DUCAS, ROBIN A	\$654,757.13	EMHAMED, MUSBAH	\$1,058,346.89	FOURIE, THEO	\$683,386.44
DUECK, DARRIN	\$333,941.57	ENCARNACAO, CAYLEY	\$105,215.09	FOX, SHANDY	\$345,891.00
DUERKSEN, CARL	\$489,244.21	ENG, AMANDA	\$93,741.76	FOYLE, RYAN	\$346,982.47
DUERKSEN, DONALD R	\$664,613.98	ENG, STANLEY	\$485,231.08	FRANKEL, MATTHEW S	\$662,815.73
DUERKSEN, MARK T	\$358,666.10	ENGEL, JEFF S	\$538,855.12	FRASER, MICHAEL B	\$322,065.89
DUFF, BRIAN D	\$114,851.39	ENGELBRECHT, STEPHANUS	\$423,301.71	FRECHETTE, JANELE G	\$142,327.37
DUFF, GRAHAM	\$298,414.43	ENNS, JAMES P	\$770,302.85	FRECHETTE, MARC	\$340,148.58
DUMATOL-SANCHEZ, JOCELYN	\$877,348.23	ENNS, JESSICA S	\$337,720.65	FRECHETTE, SHARON C	\$460,881.54
DUNCAN, STEPHEN J	\$414,831.46	EPP, RILEY	\$432,067.32	FRECHETTE, YANNICK	\$582,054.32
DUNDAS, JENNIFER	\$523,687.06	ERONMWWON, CINDY OSA	\$141,763.25	FREDETTE, ALYENA A	\$178,726.11
DUNFORD, DAWN A	\$114,982.57	ESHGHI ESFAHANI, FARID	\$897,660.39	FREDETTE, PATRICK	\$282,968.44
DUNSMORE, SARA E ³	\$1,016,486.06	ESKAROUS, SOAD	\$434,180.30	FREEDMAN, JEFFREY I	\$388,745.11
DUPLAK, KAMILA I	\$96,894.93	ESMAIL, ALI RAZA	\$439,937.59	FRIESEN, BRITNEY	\$536,206.67
DURAND, CARL	\$131,880.68	ESMAIL, AMIRALI M	\$334,293.28	FRIESEN, GRAHAM R	\$251,157.78
DURCAN, ANNE M	\$93,666.26	ESPENELL, AINSLEY E	\$417,634.39	FRIESEN, SELENA	\$88,429.35
DUTTA, VIKAS	\$702,659.73	ESPINOL, RONALYN	\$226,763.15	FRIESEN, TYLER B	\$343,037.30
DWILOW, RACHEL	\$161,400.22	ESSIG, MARCO	\$773,185.92	FRIMPONG, DANIEL O	\$1,106,199.53
DYCK, ALEXANDER	\$314,719.63	ETHANS, KAREN D	\$291,731.24	FROHLICH, ARNOLD M	\$652,188.07
DYCK, ANDREW J	\$419,153.07	ETUKAKPAN, LUCY EDWI	\$1,134,973.16	FROSK, PATRICK D	\$110,139.65
DYCK, MICHAEL P	\$305,331.07	EVANIUK, DEBRA A	\$102,510.50	FUDGE, JESSICA	\$466,987.72
DYCK, NEALA	\$259,145.29	EVANS, DEVON C R	\$435,983.79	FUDGE, THOMAS	\$689,625.59
DYCK, STEPHANIE	\$838,988.32	EVANS, HEATHER	\$113,466.01	FULMORE, ANDREA M	\$409,447.61
DYKER, JORDAN	\$109,155.54	EVANS, MICHELE J	\$116,770.02	FULMORE, JONAH J N	\$622,832.93
DYSON, ASHLEY L	\$287,538.73	EWONCHUK, MARIE J	\$288,195.47	FULMORE, KAITLIN S	\$216,761.64
DZIKOWSKI, DANA RAE	\$314,495.24	FAGAN, ANDREW	\$313,396.23	FUNG, ADRIAN J	\$141,095.07
EAGLESHAM, HUGH ²	\$3,204,075.50	FAINMAN, SEAN M	\$87,868.75	FUNK, AARON N	\$348,757.09
EARL, KEVIN D G	\$241,430.78	FAINMAN, SHANE E	\$193,931.32	FUNK, DUANE J	\$276,273.55
EDIRIWICKRAMA, IRESHA	\$773,885.76	FAISAL, NABIHA	\$450,503.77	FURMAN, GABRIEL	\$273,981.40
EDWARD, GIRGIS	\$386,451.03	FAMUYIDE, OMOLAYO	\$396,616.63	GABOR, JONATHAN	\$1,260,546.27
EGAN, JANICE	\$289,395.82	FANELLA, SERGIO T	\$159,486.02	GACUTAN, SHERWIN	\$205,362.08
EIGHTEDARI-NAMIN, FARIBA	\$101,979.46	FANOUS, VIVIAN JA	\$311,524.60	GAISER-EDWARDS, ALISE	\$398,327.76
EGUAOJE, VICTORIA	\$416,366.97	FARAGALLA, NARDIN	\$299,594.11	GAJERA, PARAG	\$300,332.56
EHIGIATOR, PATRICK	\$764,533.24	FASHOLA, ZAHEED OL	\$251,879.38	GALESSIERE, PAUL F	\$742,197.24

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GALL, RICHARD M	\$587,790.97	GLOBERMAN, DOBROCHNA	\$347,530.45	GURANDA, MIHAIL	\$388,633.51
GAN, KENMAN	\$107,769.20	GLOR, HAYDEN	\$397,876.98	GURURAJARAO, SUDARSHAN	\$739,530.55
GARAY DE BARRIE, ESTER MAR	\$199,472.37	GLOVER, PAMELA G	\$350,044.40	GUZMAN, RANDOLPH	\$1,069,521.96
GARBA, SULE	\$93,644.76	GOEKE, FREDRICK	\$432,223.93	GWOZDECKI, TARAS M	\$333,994.32
GARBER, LESLEY	\$729,426.94	GOERZ, CONRAD	\$132,833.45	HAAKMAN, OLGA	\$131,075.11
GARBUTT, LAUREN	\$579,014.69	GOERZ, PAUL G	\$98,701.96	HABEEB, ALI MOHAM	\$883,724.76
GARD, SHERRY	\$443,509.85	GOLDBERG, JESSICA	\$308,194.42	HABERMAN, CRAIG J	\$315,487.90
GARDNER, RACHAEL E	\$440,643.84	GOLDENBERG, BENJAMIN	\$237,623.15	HAGER, DREW RUSS	\$558,432.57
GARG, MANISH	\$239,765.30	GOLDENBERG, DAVID J	\$494,602.01	HAGGARD, GIAN G	\$484,572.82
GAVALOVA, KRISTINA	\$124,001.68	GOLIAN, MEHRDAD	\$220,383.09	HAJI, SALAH A	\$437,583.39
GAWRYLUK, MARIELLE	\$385,309.51	GOMON, STANISLAV	\$136,466.24	HAJIDIACOS, NICHOLAS	\$244,798.17
GDIH, GDIH A M	\$3,194,925.88	GONG, ANNIE	\$464,770.50	HALBRICH, MICHELLE	\$623,985.36
GEISHEIMER, ANDREW R	\$522,632.73	GOOI, TEONG H	\$881,446.95	HALEIS, AHMED R	\$384,494.32
GENDI, MINA A R	\$398,252.64	GOOSSEN, MARVIN	\$1,020,224.85	HALIGOWSKI, DARVID	\$322,403.97
GENDY, BAHER M A	\$408,689.79	GORCHARAN, CHANDRA	\$96,038.21	HALL, THOMAS	\$468,255.13
GENDY, VIVIAN	\$323,421.20	GORDEY, ERIN E	\$256,798.53	HAMAM, AL WALID	\$660,483.07
GENUNG, MATTHEW	\$164,297.95	GORDON, JEREMY	\$357,249.18	HAMEDANI, RAMIN	\$556,485.74
GEORGE, RONALD H	\$268,104.10	GORDON, VALLERIE	\$165,543.22	HAMEED, KAZI A	\$204,807.36
GEORGE, SILVIA E	\$700,238.50	GOSELIN, TIMOTHY J	\$109,124.91	HAMILTON, HOLLY	\$204,342.25
GEORGE, STEPHEN	\$345,630.46	GOUBRAN, ASHRAF W ²	\$957,122.26	HAMILTON, KRISTIN A	\$108,130.26
GERA, AMAN	\$429,660.39	GOUDA, FAYEZ F	\$438,635.07	HAMMELL, JENNIFER	\$307,747.07
GERA, RAKESH M	\$745,113.03	GOULD, LISA F	\$538,178.24	HAMMOND, ALLAN W	\$711,961.29
GERGES, GEORGE RA	\$779,375.22	GOULET, STEPHEN C	\$316,625.53	HAMMOND, GREG W	\$233,279.25
GERGES, HANAN F	\$573,692.58	GOUSSEAU, MICHAEL	\$772,363.64	HAMPTON, LAUREN	\$212,829.45
GERGES, VIVIAN F	\$485,377.65	GOVENDER, PRAKASHEN	\$300,740.70	HANCOCK, BETTY J	\$238,045.46
GERGIS, ENAS S	\$755,178.38	GOVERNO, NELSON J	\$542,758.28	HANCOCK, KYLE C	\$320,108.85
GERGIS, NERMIN Y	\$123,243.18	GOVIA, RACHELLE	\$521,408.69	HANLON-DEARMAN, ANA C	\$205,215.01
GERSTNER, THOMAS V	\$657,803.77	GOWING, STEPHEN	\$616,000.03	HANNA, IRIN	\$346,581.78
GERTENSTEIN, ROBYN J	\$542,138.04	GOYTAN, MICHAEL J	\$1,329,703.68	HANNA, MARNI	\$564,905.05
GHANBARIMIANDO, IRAJ	\$166,689.65	GRABOWSKI, JANET L	\$702,364.83	HANNA, NERMEEN S	\$692,359.41
GHEBRAY, TESFAY M	\$448,434.41	GRACE, KEVIN J	\$317,075.07	HANNAH, JOHN EFFA	\$395,900.93
GHEBRIAL, MAGED S N	\$487,423.05	GRAHAM, CHRIS P	\$485,450.83	HANSEN, TAWNIA M	\$376,135.71
GHONEIM, MOSTAFA S	\$1,003,096.48	GRAHAM, JEFFREY R	\$149,912.93	HANUMANTHAPPA, NIKESH	\$238,736.53
GHORPADE, NITIN	\$579,567.12	GRAHAM, KERR	\$362,262.36	HAQ, RABIA	\$397,591.96
GHROODA, ESSEDDEEG	\$544,408.75	GRAHAM, REID	\$233,947.35	HARDING, GARY A J	\$208,783.32
GIANNOLI, ELENI	\$191,957.75	GRATTON, REMY-MART	\$416,024.34	HARDING, GREGORY E	\$1,074,559.20
GILBERT, JANE	\$412,478.44	GRAUMAN NEANDER, JAN ANDRE	\$486,343.86	HARDY, BRIAN	\$207,572.80
GILL, DALJIT	\$1,286,146.14	GRAY, MICHAEL G	\$288,506.84	HARDY, KRISTA M	\$385,285.09
GILL, JAGROOP S	\$530,228.25	GRAY, REGAN C	\$230,364.94	HARDY, ROBERT J	\$476,995.94
GILLESPIE, BRIAN	\$703,385.11	GRAY, ROBIN	\$399,099.27	HARESHA, ABDULLATI	\$495,638.48
GILLETTE, ALEESHA	\$381,523.25	GREGG, MACKENZIE	\$250,613.88	HARLOS, CRAIG H	\$200,485.40
GILLIES-PODGORE, JAMIE	\$91,507.04	GREGOIRE, SCOTT A	\$1,201,421.30	HARMS, STEFAN	\$203,041.80
GILLMAN, LAWRENCE	\$346,324.89	GRENIER, DEBJANI	\$144,916.08	HARRIS, KRISTIN R	\$351,934.51
GILLMAN, MARK	\$147,688.85	GRENIER, JANINE	\$377,898.56	HARRIS, PATRICIA	\$578,722.70
GILMORE, JONATHAN	\$457,082.81	GREYLING, LOUW D L	\$411,630.50	HARRISON, WAYNE D ²	\$2,053,212.80
GINDY, LYDIA A	\$480,877.78	GRIFFIN, JENNIFER	\$213,757.10	HARTLEY, DUANE M	\$482,629.39
GINGERICH, JOEL R	\$158,610.35	GRIFFIN, PATRICK	\$184,257.55	HARVEY, TESSA	\$179,635.54
GINTER, CARRIE	\$91,162.83	GRIMES, RUTH B	\$267,968.41	HARWOOD-JONES, MARISA R	\$397,150.66
GIRARD, JOHN	\$453,639.71	GROCHOLSKI, STEVEN AN	\$445,811.68	HASDAN, GALIT	\$780,694.66
GIRGIS, HOSSAM E	\$432,754.23	GROENEWALD, LOUISE H	\$218,723.33	HASHMI, SAJJAD	\$231,005.71
GIRGIS, LABIB GIR	\$150,404.07	GRUNFELD, ALEXANDER	\$407,712.27	HASTIR, ARVIND	\$273,485.92
GIRGIS, MARINA	\$268,423.99	GUDMUNDSON, CATHERINE	\$347,288.05	HAVERLUCK, BRENNIA L	\$303,705.62
GIUFFRE, JENNIFER	\$751,541.52	GUINDY, SHERINE	\$513,702.61	HAWALESHKA, ADRIAN	\$166,049.42
GLACKEN, ROBERT P	\$263,594.85	GUJRAL, PARAMJEET	\$367,204.64	HAWE, RICHARD D	\$455,167.68
GLAZNER, KATHRYN A	\$531,567.96	GUPTA, AASHIMA	\$107,914.25	HAYAKAWA, THOMAS E	\$821,413.62
GLEW, WADE B	\$317,552.49	GUPTA, KAMAL KIS	\$804,637.80	HAYDEY, RICHARD P	\$1,035,297.87
GLOBERMAN, ADAM S	\$1,492,618.85	GUPTA, RAVI	\$576,777.76	HAYES, CHRISTOPH	\$1,222,186.93

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HAYWARD, JENETTE F	\$105,096.21	HOY, MURRAY L	\$500,601.44	JANZ, DAVID E	\$432,784.12
HEBBARD, PAMELA	\$438,034.18	HUGHES, PETER	\$111,423.26	JARAMILLO-CORRE, CARLOS	\$507,466.07
HEBERT, JACQUELIN	\$298,588.67	HUGHES, PHILIP M	\$550,363.11	JARKAS, OSAMA	\$274,627.75
HECHLER, PETER	\$230,983.42	HUMAMA, BILKIS	\$152,291.41	JASSAL, DAVINDER	\$753,199.87
HECHTENTHAL, NORMAN	\$122,554.41	HUMNISKI, KIRSTYN L	\$110,366.81	JASTRZEBSKI, ANDRE	\$1,984,043.98
HEDDEN, DAVID R	\$720,815.76	HUNT, JENNIFER	\$460,862.72	JATTAN, AARON R	\$127,728.28
HEDDEN, JOHN R	\$418,394.64	HUNTER, CHRISTOPH	\$395,792.74	JAVELLANA, AUDREY	\$356,591.24
HEENDENIYA, AMILA C	\$470,345.49	HURD, CARMEN	\$321,304.58	JAWANDA, GURSWINDE	\$155,921.22
HEIBESH, SUZY G F	\$1,300,174.99	HURLEY, ASHTON	\$96,068.28	JAWED, SIDRA	\$302,435.66
HEINRICHS, KRISTIN M	\$312,909.86	HURST, LORNE D	\$541,659.72	JAYAKUMAR, SETHU M	\$663,790.39
HELEWA, RAMZI M	\$1,169,909.86	HURTON, SCOTT M S	\$645,842.98	JAYAS, RAVI	\$228,533.65
HENDERSON, BLAIR ²	\$1,371,281.46	HUTCHISON, TREVOR	\$302,174.64	JENKINS, KEITH A	\$379,915.52
HENEIN, MATTA MAK	\$150,929.18	HUTFLUSS, GEORGE J	\$169,588.34	JENSEN, DERREK M	\$369,212.27
HERCINA, CHANTELE	\$180,916.61	HYMAN, JEFFREY R	\$346,417.40	JHOOTY, JASON M S	\$369,971.60
HERMANN, LAURA L	\$169,089.13	HYNES, ADRIAN F	\$198,981.00	JILKINE, KONSTANTI	\$226,700.60
HICKS, CYNTHIA D	\$726,310.06	HYUN, ERIC	\$768,924.74	JOHNSON, BIJAI	\$402,582.83
HICKS, WAYNE	\$289,198.20	IGOH, PAUL IGOH	\$258,332.73	JOHNSON, DARCY	\$162,666.48
HIEBERT, TIMOTHY	\$162,155.85	ILCHYNA, DANIEL C	\$339,647.82	JOHNSON, ERIC C	\$234,825.74
HIEBERT, TIMOTHY J	\$495,780.09	ILIRIANI, KLEVIS	\$113,297.59	JOHNSON, MICHAEL G	\$1,279,648.28
HILDAHL, ERIK J	\$150,275.27	ILNYCKYJ, ALEXANDRA	\$553,628.47	JOHNSON, ROBERT G	\$438,607.15
HILDEBRAND, BRENDA C	\$400,555.28	ILSE, WERNER K	\$259,263.43	JOHNSTON, CHRISTINE	\$109,669.63
HILDERMAN, LORRAINE	\$237,580.96	IMAM, ISAM E B	\$637,196.02	JOHNSTON, JANINE L	\$210,240.94
HILDES RIPSTEIN, G E	\$139,075.42	INAM, HINA	\$119,977.66	JOHNSTON, STEPHANIE	\$414,126.35
HILL, DEBORAH M	\$123,239.51	INGLIS, DUNCAN	\$726,211.08	JOKHIO, ADAM	\$1,098,176.96
HILL, SCOTT	\$608,215.68	INGLIS, PETER J	\$431,513.81	JONES, JODI LYNN	\$432,501.66
HILLMAN, CHINA-LI	\$893,690.46	INTRATER, HOWARD	\$1,277,763.43	JORDAAN, ESAIAS EN	\$504,460.56
HINGWALA, JAY ³	\$896,573.78	INTWALA, CHAITASI	\$819,933.88	JOSE, JOE M	\$217,078.50
HIRSHBERG, JONAH	\$368,175.05	IQBAL, IRUM	\$376,690.53	JOSHUA, JULIAN M	\$161,022.48
HITCHON, CAROL	\$145,095.62	IQBAL, SHAIKH	\$179,701.61	JOUNDI, MOHAMED G	\$138,192.41
HO, JULIET	\$173,072.13	IRVING, HEATHER	\$302,442.46	JOYAL, KRISTINA	\$252,130.40
HO, PETER	\$552,114.46	ISAAC, CAREY	\$227,939.86	JUNAID, ASAD	\$297,874.89
HOBAN, CHRISTOPH	\$499,099.54	ISAAC, MICHAEL R	\$186,830.46	KABANI, AMIN M ^{1, 5}	\$534,182.69
HOBSON, DOUGLAS E	\$281,787.62	ISABEY, ERIKA PAI	\$491,234.61	KADANGOT, RADHIKA N	\$160,491.87
HOCHMAN, DAVID J	\$789,224.64	ISHAK, GEORGE	\$821,875.71	KAETHLER, WILFRIED	\$166,634.94
HOCHMAN, JORDAN	\$638,695.53	ISKANDER, SALAH S G	\$437,640.68	KAITA, BRENNAN T	\$173,015.53
HOCHMAN, MICHAEL	\$574,459.05	ISKANDER, SUZAN F	\$439,713.36	KAITA, KELLY D E	\$577,315.20
HODGSON, SCOTT	\$307,304.01	ISRAELS, SARA J	\$109,783.63	KAKUMANU, ANKINEEDU	\$397,117.76
HOHL, C M	\$527,833.64	ISSAIVANAN, MAGIMAIRA	\$127,417.67	KALER, RAJPREET	\$555,891.79
HOLLAND-MUTER, ELIZABETH	\$136,055.31	IWAASA, KENNETH K	\$460,298.06	KALETA, KLAYTON	\$324,262.72
HOLMBERG, JENNIFER	\$98,046.46	IZADI, SAMIN	\$186,064.15	KALICINSKY, CHRYSYNA	\$168,367.53
HOLMES, SIGNY L	\$679,542.05	JABS, MARLIS	\$182,497.38	KALKAT, HARMANDEE	\$421,539.61
HOLODNIAK, ANNA	\$123,259.33	JACKSON, ANDORA	\$175,881.96	KALRA, ARWIN	\$93,124.74
HOMIK, LAWRENCE	\$1,904,840.31	JACOB, MARY V ²	\$966,030.62	KALTURNYK, BLAKE P	\$1,093,793.25
HONG, JONATHAN	\$624,155.87	JACOB, THOMAS K	\$152,629.87	KANDEEL, TAREK M	\$461,510.34
HONIBALL, JAMES J	\$399,286.99	JACOBS, JANESEA	\$198,389.91	KANJEE, RAAGEEN	\$1,212,472.83
HONOKI, KEIGO	\$105,702.40	JACOBS, JOHANNES	\$781,232.93	KANSARA, ROOPESH R	\$330,492.07
HOOPER, DAVYD	\$835,886.65	JACOBSON, ERIC	\$215,123.32	KANWAL, JASWINDER	\$810,392.79
HOOPER, WENDY M	\$316,086.66	JAEGER, CLAIRE	\$409,414.62	KAPLAN, JOEL	\$202,304.58
HORGAN, LEE F	\$601,341.08	JAGDEO, AMIT	\$541,158.93	KARPINSKI, MARTIN E	\$828,064.07
HORVATH, JEFFREY F	\$101,283.14	JAIN, MADHURI	\$658,766.09	KARUPPANCHETTY, MUTHIAH	\$91,189.70
HOSIER, GREGORY	\$716,998.55	JAMAL, ALEEM	\$285,230.21	KARVELAS, JOHN	\$260,634.45
HOSSEINI, BOSHR	\$354,695.24	JAMAL, SHABANA	\$755,732.31	KASHALO, MOHAMED-S	\$334,924.13
HOUGEN, INGRID	\$404,717.97	JAMES, JOANN	\$578,863.51	KASHEFI, HOSSEIN	\$675,465.81
HOUSTON, BRETT L	\$103,645.62	JAMORA, EARL	\$175,835.47	KASHIN, ROBERT S	\$172,858.50
HOUSTON, RYAN STEV	\$162,065.14	JANKE, ALYSSA J	\$168,129.14	KASI, ANUSHUYA	\$700,054.50
HOY, CONRAD S	\$151,032.94	JANOWER, AMBER M	\$132,065.04	KASLOFF, IAN M	\$646,467.84
HOY, GERALD J	\$250,523.42	JANSEN VAN RENS, NICHOLAS	\$528,176.32	KASPER, KENNETH D	\$309,624.35

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KASS, MALEK	\$1,274,085.15	KING, TARA D	\$98,712.82	KRONGOLD, PENINA	\$301,720.31
KASSEM, WAIL A	\$275,649.08	KINNEAR, DAVID	\$451,136.45	KRUK, ROBERT D	\$368,298.93
KASSUM, SHAMINA	\$238,307.37	KINSLEY, DAVID C	\$600,787.37	KRULICKI, HARTLEY	\$791,907.87
KATOPODIS, CHRISTINA	\$290,650.21	KIPPEN, JAMES D	\$1,271,897.56	KRZYZANIAK, KELLY M	\$248,038.43
KATZ, GUIDO A	\$182,167.83	KIRKPATRICK, IAIN D C	\$1,089,679.87	KUEGLE, PETER F X	\$439,986.98
KATZ, LAURENCE	\$96,502.52	KIRSHNER, ALLA	\$452,069.53	KULBISKY, GORDON P	\$833,193.69
KATZ, MATTHEW	\$441,539.05	KISH, SCOTT L	\$89,936.35	KULKARNI, SHUBHANG	\$987,543.64
KATZ, NOAM S	\$182,645.20	KLASSEN, DONALD H	\$103,823.35	KUMAR, APARNA	\$538,729.97
KATZ, PAMELA	\$271,592.32	KLASSEN, LARRY J	\$249,964.30	KUMBHARATHI, RAVI BABU	\$631,807.41
KAUENHOFEN, KURT M	\$492,766.68	KLAUKE, DANIEL	\$120,043.16	KUNDZICZ, EDWARD	\$229,991.92
KAUFMANN, ANTHONY M	\$194,041.67	KLEMMER, MARGOT HE	\$188,402.86	KUO, BRIAN	\$344,806.90
KAUR, MANPRIYA	\$434,084.56	KLIPPENSTEIN, NORMAN L	\$846,997.62	KUZENKO, NINA J L	\$194,749.95
KAUSHAL, RAVI DATT	\$146,719.29	KLIPPENSTEIN, PETER J	\$468,952.25	KWOK, KAREN S	\$361,341.24
KAUSHIK, VISHAL R	\$645,350.20	KLOPP, ANNIKA	\$386,583.02	KYEREMATENG, DORIS	\$313,597.57
KAYLER, DOUGLAS E	\$290,809.29	KLUS, BRADLEY A	\$113,739.12	LABIYARATNE, CHAMINDRA	\$520,667.10
KAZMERIK, KATRICE E	\$233,671.19	KLYM, KAREN L	\$237,831.81	LABOSSIÈRE, ELISE	\$144,785.89
KEAN, SARAH L	\$375,367.91	KNEZIC, KATHY A	\$341,953.11	LACERTE, MARTINA M	\$227,208.35
KEARNS, KATHERINE	\$172,600.97	KNICKLE, COREY JOH	\$479,967.78	LACH, LORI ANN	\$102,976.06
KEDDY-GRANT, JILL	\$413,566.24	KNIGHT, ERIN M	\$222,649.29	LACHMAN, MATTHEW	\$195,451.41
KEECH, ADAM	\$92,592.81	KOENIG, JAMES K ²	\$4,204,101.07	LAFOURNAISE, CARRIE L	\$368,979.83
KEIJZER, RICHARD	\$147,094.69	KOETTING, LEAH	\$145,766.30	LAGE, KAREN L	\$297,604.20
KELLEHER, BARBARA E	\$263,978.18	KOGAN, SYLVIA	\$450,585.07	LAM, HERMAN P ³	\$931,625.97
KELTA, NOHA S G	\$795,655.60	KOH, CLARISSA	\$233,276.95	LAMAI, OLABIMPE	\$463,170.55
KEMKARAN, KENNETH	\$655,775.02	KOHJA, ABBAS ALI	\$680,749.57	LAMB, JULIE A	\$355,169.19
KENNEDY, MAUREEN F	\$245,171.77	KOKO, RAL	\$686,897.28	LAMBA, K S	\$290,594.10
KENNETH, MELISSA	\$103,260.66	KOLTEK, MARK M	\$161,476.56	LAMBERT, DAVID A	\$395,807.25
KERR, PAUL D	\$468,386.71	KOMENDA, PAUL V J	\$445,076.73	LANDER, MATTHEW	\$383,889.18
KERR-RAMSAY, AUTHERINE	\$258,424.20	KONG, ANNE M C	\$305,321.86	LANE, CIARAN	\$177,185.80
KETAWALA, PRASANGA	\$665,931.56	KONG, LYNDIA	\$164,683.78	LANE, ERIC S	\$250,981.33
KEVANY, MADILYNE	\$103,795.46	KONRAD, GEOFFREY	\$487,472.00	LANE, MARGO A	\$158,623.97
KEYNAN, YOAV	\$183,147.42	KOODOO, STANLEY R	\$434,199.16	LANG, REBECCA	\$1,146,053.35
KHADEM, ALIASGHAR	\$868,690.65	KORNELSEN, BRADY Q	\$362,795.36	LANGRELL, JORDAN	\$615,536.96
KHAN, AHMAD	\$627,393.70	KOSOWSKI, MARCO	\$153,754.42	LANGRIDGE, JAMES K	\$456,425.01
KHAN, ALI H	\$635,065.98	KOSOWSKI, NOAH E	\$93,214.46	LANOQUETTE, DANELLE S	\$210,849.49
KHAN, NOOR M	\$356,843.20	KOTB, RAMI	\$85,074.15	LARA, CARLOS	\$110,090.97
KHAN, SADIA A	\$243,452.77	KOTECHA, YATISH	\$632,320.70	LARGE, GREGORY	\$288,294.55
KHANAHMADI, SHAHAB	\$879,076.96	KOUL, RASHMI	\$276,522.64	LARIBI, ZINEB A	\$87,911.90
KHANDELWAL, AJAI S	\$163,705.52	KOULACK, JOSHUA	\$902,571.44	LAROSE, GABRIEL	\$773,066.45
KHANGURA, DAVINDER	\$513,733.32	KOVALTCHOUK, ULIANA	\$391,095.67	LATHAM, LESLEY	\$426,106.57
KHELIL, ASSIL I	\$445,773.35	KOWALCHUK, IVAN J	\$280,708.00	LAU, JONATHAN	\$329,234.01
KHIMJI, MOHAMED	\$499,845.79	KOWALSKI, STEPHEN E	\$264,596.87	LAU, YAN	\$903,499.17
KHOO, CLARENCE	\$672,402.86	KOZ, LORI G	\$262,523.80	LAUTATZIS, MARIA-ELE	\$104,990.81
KHOSHNAM, MOHSEN	\$558,876.62	KRAHN, CURTIS	\$122,110.47	LAUTENSCHLAGER, JESSICA E	\$143,612.48
KHOSRAVI, KATAYOON	\$158,841.91	KRAHN, JAMES	\$261,763.10	LAW, JAIMIE R	\$319,396.54
KIAN, SOROUSH	\$165,245.69	KRAHN, MARIANNE	\$85,130.83	LAWAL, WAHEED	\$949,869.30
KIANI, KIAN N	\$128,948.79	KRAMER, MATTHIAS	\$179,983.48	LAXDAL, IAN	\$140,848.30
KICKBUSH, JULIE	\$87,728.43	KREMER, STEVEN	\$114,983.02	LAXTON, J T W	\$256,709.44
KIDANE, BINIAM	\$548,206.34	KREML, JOHN A	\$577,910.38	LAYERA RAMOS, SEBASTIAN	\$146,773.75
KILADA, BAHER F N	\$351,427.26	KREML, RENEE LEA	\$747,827.32	LAZAR, MATTHEW H	\$313,301.27
KIM, CHRISTINA	\$165,755.65	KRISTJANSON, DAVID N	\$267,710.06	LAZARECK, SAMUEL L	\$190,231.17
KIM, HAE KWANG	\$385,912.59	KRISTJANSON, MARK	\$86,546.82	LAZARUS, ARIE	\$91,202.59
KIM, JULIAN O	\$274,063.24	KROCZAK, TADEUSZ	\$1,086,698.49	LE, VICTOR	\$463,465.56
KIM, SU HYUN	\$183,989.33	KROEKER, BRYAN	\$105,223.34	LE, VY	\$85,757.01
KIMELMAN, ALLEN L	\$293,670.60	KROEKER, DANIEL	\$297,325.89	LE, WILSON	\$594,727.58
KINDAKJI, RAZAN	\$160,828.35	KROEKER, JORDAN	\$194,823.52	LEARY, COURTNEY	\$91,145.12
KINDLE, GEOFFREY	\$1,110,893.59	KROEKER, LLOYD R	\$266,278.74	LECUYER, NADINE S	\$150,543.43
KING, MACKENZIE	\$519,597.51	KROFT, CARA D L	\$121,706.88	LEE, CINDY H Y	\$284,027.68

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(Continued)

LEE, GILBERT Q	\$155,554.89	LOGSETTY, SARVESH	\$394,336.78	MAITI, SOUBHIK	\$481,192.41
LEE, HARVEY B	\$389,777.83	LOISELLE, JOEL A	\$221,324.74	MAITI, SOURABH	\$1,105,797.86
LEE, SANDRA	\$929,518.26	LONE, SADIA J	\$537,952.02	MAJEAU, LADONNA	\$404,019.64
LEE, TREVOR J	\$512,493.49	LONG, ADRIAN L	\$305,617.45	MAKAR, BRYCE	\$537,121.23
LEE, TREVOR W	\$353,221.31	Longbottom, GREGORY J	\$313,583.11	MAKSYMIUK, ANDREW W	\$133,221.38
LEE, VIVIAN K	\$772,430.10	LONGSTAFFE, JAMES	\$556,359.92	MAKSYMOWICZ, ANET	\$476,904.13
LEE, WILFRED	\$157,682.87	LONGSTAFFE, ROBERT C	\$675,502.16	MALABANAN, EDILBERTO	\$480,250.14
LEE-CHEN, BEVERLEY	\$549,214.43	LOPEZ GARDNER, LEONORA L	\$132,907.79	MALCHY, BRIAN A	\$120,110.47
LEE-WING, MATTHEW W	\$1,178,695.94	LOPEZ VILLA, ELIDA	\$253,481.64	MALEKALKALAMI, AZADEH	\$480,853.22
LEFAS, GEORGIA M	\$384,144.21	LOPEZ, APRYL	\$282,479.95	MALEK-MARZBAN, PEIMAN	\$1,405,845.17
LEI, BENNY T C	\$376,432.89	LOPEZ, MIRTHA I	\$241,873.92	MALIK, ABID I	\$306,936.32
LEIBL, MARLI	\$654,507.73	LOTHER, SYLVAIN A	\$131,840.49	MALIK, AMRIT	\$629,354.26
LEICHT, RICHARD	\$1,841,289.31	LOUDON, MICHAEL	\$679,209.35	MALIK, BITTOO S	\$1,717,126.99
LEITAO, DARREN J	\$438,721.38	LOVE, MICHAEL	\$1,106,034.30	MALIK, RAJNISH N	\$789,328.69
LELOKA, C MATHABO	\$455,369.53	LOWDEN, CAMERON S	\$543,729.25	MALO, STEVEN	\$144,778.60
LEMMEX, DEVIN B	\$333,368.62	LU, PAUL B	\$252,163.92	MAMMEN, THOMAS ²	\$913,314.79
LENOSKI, STEPHANE	\$474,059.18	LU, PETER	\$98,170.91	MAN, ADA W Y	\$327,226.33
LEONHART, MICHAEL W	\$242,467.05	LUDWIG, JOSEPH	\$411,576.24	MANCINI, ENRICO V	\$194,600.69
LESLIE, WILLIAM D ⁴	\$987,881.40	LUDWIG, LOUIS	\$291,040.59	MANISHEN, WAYNE J	\$404,744.85
LESPLANCE, SARAH C L	\$233,387.83	LUDWIG, SORA M	\$256,428.03	MANLULU, REI ISRAE	\$183,766.49
LETKEMAN, RICHARD C	\$468,105.26	LUHNING, KIEL	\$592,527.81	MANN, AMRINDER	\$310,069.98
LEUNG SHING, LOUIS P	\$202,107.75	LUK, TSE LI	\$360,970.25	MANN, ANISH S	\$129,838.05
LEUNG, EDWARD	\$195,215.20	LUKIE, BRIAN J	\$322,738.43	MANNES, ROBERT C	\$163,246.64
LEUNG, GABRIELLE	\$164,690.94	LULASHNYK, BEN J	\$137,360.27	MANSOUR, HANY M S	\$416,392.90
LEVI, CLIFFORD	\$470,552.47	LUM MIN, SUYIN	\$246,860.36	MANSOURI, BEHZAD	\$1,139,572.78
LEVI, JEREMY	\$461,042.95	LUQMAN, ZUBAIR	\$573,329.82	MANUSOW, JOSHUA S	\$2,208,994.64
LEVIN, BRENDA L	\$480,496.96	LYNCH, JOANNA M	\$88,099.72	MANZOOR, SAIMA	\$380,836.56
LEVIN, DANIEL P ⁴	\$181,094.69	LYONS, EDWARD A ²	\$566,653.84	MARAIS, FRANCOIS	\$508,163.59
LEVY, SHAUNA B	\$254,144.08	LYSACK, DAVID A	\$937,041.93	MARANTZ, JEFFREY ²	\$566,285.17
LEWIS, ANTHONY B	\$305,716.52	LYTWYN, JAMES REI	\$552,920.91	MARANTZ, JESSE I	\$360,958.14
LEYLEK, AHMET	\$232,664.96	MACAULAY, AARON	\$356,088.13	MARCH, JUSTIN TY	\$661,714.52
LEYLEK, MELIKE L	\$284,005.23	MACDIARMID, ANDREW L	\$204,772.82	MARCOUX, MORGAN J	\$405,185.02
LEZEN, JESSICA E	\$123,403.73	MACDONALD, LINDSEY	\$234,599.91	MARE, ABRAHAM C	\$307,543.85
LI, AIMEE	\$215,058.15	MACDONALD, PETER	\$589,480.54	MARKS, SETH D	\$161,271.41
LI, GORDON J	\$452,159.80	MACDOUGALL, GRANT	\$583,537.11	MARKSTROM, EMMA B	\$237,282.63
LI, KEVIN	\$296,092.09	MACEK, RALF K W	\$146,567.89	MARMEL, ALLISON	\$129,390.85
LI, WILLIAM	\$408,644.49	MACHADO DE SOUZ, CAMILA	\$531,962.87	MARSH, JONATHAN	\$593,802.15
LIANG, WILLIAM S	\$149,830.62	MACINTOSH, ETHEL L	\$128,144.25	MARSHALL, ALEXIS	\$477,480.53
LIM, SIOK HOON	\$150,123.47	MACINTOSH, JASON	\$197,775.86	MARSHALL, TONISHA	\$225,688.40
LINDENSCHMIDT, RICHARD B	\$539,439.07	MACKALSKI, BARBARA A	\$580,713.56	MARTENS, DAVID B	\$448,780.72
LINDQUIST, CHRISTOPH	\$1,182,872.84	MACKAY, MICHAEL J	\$171,098.16	MARTENS, DAWN M ²	\$4,624,882.83
LINDSAY, DANIEL J ²	\$1,170,573.09	MACKENZIE, G SCOTT	\$501,754.24	MARTENS-BARNES, CAROLYN	\$152,092.74
LINDSAY, DUNCAN C	\$1,351,198.44	MACKENZIE, LAUREN J	\$211,292.61	MARTIN, AARON	\$382,927.87
LING, JUSTIN W	\$751,559.92	MACMILLAN, MICHAEL B	\$416,992.47	MARTIN, DAVID	\$488,786.05
LIPINSKI, GRAZYNA	\$203,535.02	MACNAIR, TRACY L	\$1,051,954.05	MARTIN, KATHRYN	\$205,237.12
LIPSCHITZ, JEREMY	\$757,759.15	MADI, LUBNA	\$623,720.18	MARTIN, MARISSA K	\$113,364.73
LITVINOV, ALEXEY	\$162,049.37	MADISON, ADENA M	\$395,143.31	MARTINEAU, PATRICK	\$347,427.41
LIU, JUNLIANG	\$246,768.41	MAGARRELL, CYNTHIA	\$94,488.48	MARTINEZ, EDDSEL R	\$396,595.33
LIU, RICHARD Y	\$531,474.22	MAGILL, TRAVIS EV	\$248,692.62	MASLOW, KENNY D	\$701,167.12
LIU, SHUANGBO	\$211,678.21	MAGSINO, KAREN	\$224,458.23	MASOUMI, MARJAN	\$93,213.36
LLANOS, ROMEO	\$164,150.73	MAHARAJ, IAN G	\$557,691.90	MASSICOTTE, KRISTINE	\$103,860.23
LLOYD, ALISSA J	\$647,569.22	MAHARAJH, DAVE A	\$239,539.07	MATHEN, MATHEN K	\$574,367.44
LO, EVELYN	\$186,755.03	MAHAY, ARIC	\$644,577.07	MATHEW, GEORGE	\$810,819.80
LOBATO DE FARIA, RICARDO	\$802,997.72	MAHAY, RAJ K	\$693,653.93	MATHIESON, ANGELA L	\$366,667.93
LOEWEN, CALVIN G	\$388,401.88	MAHDI, TAHSEEN	\$267,843.44	MATHISON, TRINA L	\$262,987.04
LOEWEN, ERIN D M	\$97,095.67	MAHMOUD, SHADI S M	\$170,823.84	MATSUBARA, TIMOTHY K	\$303,708.29
LOEWEN, SYLVIA R	\$206,036.15	MAHON, KENDRA E	\$266,320.29	MATELIANO, ANDRE A	\$1,286,310.94

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MATTER, MICHELE A	\$96,486.26	MENARD, SHEILA	\$402,713.55	MOUSSA, NESREEN M	\$537,923.16
MATTHEWS, CHRIS M	\$329,889.00	MENDOZA, KENNETH R	\$334,602.35	MOUTON, ROBERT W	\$289,140.42
MAXIN, ROBERT	\$112,466.11	MERADJE, KATAYOUN	\$153,324.10	MSHIU, MERLYN	\$564,958.75
MAYBA, JOHN I	\$1,718,497.49	MERAZ MUNOZ, ALEJANDRO	\$497,792.99	MUJAWAR, QUAIS M	\$227,949.03
MAYCHER, BRUCE W ²	\$1,510,629.71	MEREDITH, TREVOR J	\$560,633.83	MULCHEY, KIMBERLEY	\$446,336.95
MAZUR, STEPHEN	\$483,655.82	MERK, NICOLAS R	\$270,511.21	MUNIKAR, MING	\$209,435.62
MAZURAT, ANDREA ³	\$820,942.43	MESTDAGH, B E	\$89,180.00	MUNS, PAUL	\$402,972.84
MCCAMMON, JAMES R	\$346,703.32	MESTITO DAO, IRENE	\$96,368.69	MURRAY, KEN	\$224,024.21
MCCAMMON, RICHARD J	\$132,725.13	METCALFE, JENNIFER	\$470,896.56	MURUG, IRINA	\$380,412.16
MCCANNELL, MELANIE G	\$273,582.36	MHANNI, AIZEDDIN	\$243,725.56	MUSLEH, ABDALLAH	\$727,858.07
MCCARTHY, BRENDAN G	\$427,899.76	MIAN, MUHAMMAD	\$346,077.29	MUSTAFA AL-GHIR, HASSAN A	\$844,488.84
MCCARTHY, TIMOTHY G	\$587,426.17	MICFLIKIER, AARON	\$914,487.12	MUSTAFA, ARJOWAN	\$223,710.86
MCCAUGHAN, NICHOLAS	\$136,808.35	MICHAUD, JOELLE M	\$112,076.11	MUSTAPHA, SHAREEF F	\$266,886.11
MCCLARTY, BLAKE M ²	\$1,594,928.50	MICKS, TAFT G	\$689,119.37	MUTHIAH, KARUPPAN	\$1,073,440.69
MCCRAE, HEATHER	\$111,932.12	MIKHAIL, SAMY N F	\$373,343.24	MUTTER, THOMAS C	\$384,106.79
MCCREA, KRISTIN	\$347,072.94	MILLAR, KYLE A	\$142,357.88	MWANGO, FLORENCE	\$190,224.54
MCDONALD, HEATHER D	\$376,163.45	MILLER, DAVID L	\$308,185.79	MYHRE, JOEL R	\$309,280.75
MCDONALD, PATRICK J	\$129,181.65	MILLER, JACOB B	\$178,062.42	MYKYTIUK, PATRICIA	\$735,254.94
MCEACHERN, JAMES D	\$1,144,721.38	MILLER, LISA	\$886,954.00	MYSORE, MUNI	\$211,482.41
MCELHOES, JASON R	\$411,353.18	MILLER, TAMARA L	\$276,071.78	MYSORE, PRIYANKA	\$711,852.24
MCFEE, COLIN D	\$419,354.70	MILLIGAN, BRIAN E	\$308,676.19	NAGRA, SUNIT	\$465,207.69
MCGILL, DUSTIN	\$174,405.31	MILLO, NOAM Z ²	\$922,662.30	NAIDOO, JENISA ^{1, 5}	\$45,057,183.08
MCGINN, GREG	\$469,104.79	MILLS, JEREMY J	\$145,754.57	NAIR, SHONA	\$401,384.92
MCGREGOR, GREGOR I	\$282,031.27	MILNER, JOHN F	\$378,037.98	NAIYEJU, OLANREWAJ	\$812,292.88
MCGREGOR, JYOTI M	\$123,138.90	MINDERS, LODEWYK	\$577,562.79	NANTAIS, JORDAN	\$275,623.55
MCINTYRE, IAN L	\$103,363.54	MINHAS, KUNAL K S	\$1,544,437.57	NARASIMHAN, SOWMYA	\$260,763.55
MCINTYRE, IAN W	\$405,874.66	MINK, STEVEN	\$116,789.48	NARVEY, STEFANIE	\$189,129.99
MCKAY, MICHAEL A	\$459,659.34	MINUK, EARL	\$340,338.47	NASHED, MAGED	\$213,820.57
MCKAY, SAVANNA D	\$159,061.95	MINUK, GERALD	\$105,069.14	NASIR, MAHMOOD	\$724,266.72
MCKIBBIN, LUNDY	\$663,965.47	MINUK, LEONARD A	\$137,762.51	NASIR, NOREEN	\$394,917.47
MCKINNON, ALEXANDER	\$181,959.24	MIRANDA, GILBERT	\$87,070.00	NASIRIMAHALATI, LEILA	\$275,532.67
MCKINNON, ANDREW	\$527,364.35	MIRMULSTEIN, ANDREA	\$324,609.59	NASR, NAGWA Y I	\$380,586.21
MCLEAN, NORMAN J	\$648,450.35	MIS, ANDREW A	\$684,633.56	NASSAR, MARK	\$454,526.36
MCLEOD, JARET K	\$149,908.79	MISKO, JENILEE	\$153,620.25	NAUSE, LEANNE N	\$400,326.80
MCLEOD, MALCOLM	\$343,739.75	MITCHELL, RYAN T M	\$454,154.54	NAVARRO E LIMA, LAIS HELE	\$389,381.47
MCLEOD-ARNOULD, SCOTT A	\$177,082.71	MITTELSTADT, MATTHEW	\$292,522.06	NAWROCKA, DOROTA	\$170,924.70
MCMILLAN, STEWART	\$101,140.00	MOAWAD, VICTOR F	\$407,651.73	NAYAK, JASMI R G	\$1,310,095.39
MCMILLAN, TAMARA L	\$114,936.98	MODIRROUSTA, MANDANA	\$476,964.14	NAZAR-UL-IMAN, SAIYED	\$699,568.98
MCMULLEN, AMANDA J	\$183,303.79	MOFFATT, DANA C M	\$1,085,077.25	NAZIM, RESHAD FA	\$210,554.22
MCNAMEE, DAVID A	\$201,317.87	MOGHAREH, MOHAMMAD	\$1,230,138.19	NCHE ANYE, MARCEL	\$335,903.22
MCNAUGHT, JENNIFER	\$120,416.06	MOHAMMED, AHMED M E	\$745,227.97	NEAL, STEPHEN	\$185,903.68
MCNAUGHTON, LESLIE J	\$134,040.44	MOHAMMED, UMAR ABBA	\$317,587.74	NEILY, SAMUEL ER	\$341,701.34
MCNEILL, SHAYNA DA	\$167,876.69	MOLLER, ERIKA E	\$241,851.28	NELL, ANTOINE M	\$948,835.18
MCPHAIL, KRISTIN	\$566,372.08	MOLLER, PHILIP R	\$713,560.07	NELSON, MICHAEL	\$96,837.05
MCPHEE, LISA C ²	\$1,868,788.61	MOLTZAN, CATHERINE	\$432,321.89	NELSON, TYLER	\$287,224.26
MCTAVISH, WILLIAM G	\$153,818.51	MOMOH, JOHN T	\$172,507.16	NEMANI, SAILAJA	\$362,350.04
MEDD, THOMAS M	\$179,535.17	MONGRU, PADMA P	\$266,776.00	NEMETH, PETER	\$211,150.65
MEGALLI BASALI, SHERIF F	\$723,379.29	MOODY, JANE K	\$161,065.55	NEPON, JACK	\$148,605.08
MEHRABI, FARANAK	\$637,354.76	MORAN DE MULLER, KAREN	\$1,424,124.58	NEPON, JOSH	\$351,615.43
MEHTA, P G	\$535,558.00	MOREIRA E LIMA, RODRIGO	\$373,570.43	NEUDORF, MATTHEW	\$92,924.26
MELLO OFFERNI, JULIANO C	\$500,945.33	MOROZ, YAMANA	\$291,621.70	NEUFELD, GREGORY M	\$158,600.10
MELLON, AARON M	\$709,337.06	MORRIS, AMANDA F	\$493,358.60	NEVO, BENEDICT	\$375,051.29
MELO ALFARO, LINDSEY C	\$136,672.69	MORRIS, ANDREW L	\$317,991.28	NG, MARCUS C	\$235,360.93
MEMAURI, BRETT F	\$501,035.06	MORRIS, MELANIE	\$109,626.80	NGUYEN, DIANA	\$120,649.99
MEMON, GHULAM	\$911,849.18	MORROW, CHRISTOPH	\$396,868.11	NGUYEN, HOANG DUN	\$228,203.35
MEMON, RUKHSANA	\$507,479.27	MORSARA, AVNEET S	\$434,966.46	NGUYEN, LOAN	\$138,596.05
MENARD, CHANTALLE	\$150,638.60	MOTTOLA, JEFFREY C	\$938,789.74	NGUYEN, MAI P	\$449,040.81

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NGUYEN, QUYEN	\$555,274.56	ONWURAH, DONATUS U	\$721,025.31	PEITSCH, LORRAINE	\$166,258.33
NGUYEN, TAI VAN	\$668,820.02	ONYSHKO, DANIEL J	\$368,498.32	PELOQUIN, CHRISTIAN	\$156,041.82
NGUYEN, THANG N	\$393,080.55	OOMAH, SACHA RAJ	\$614,947.32	PENNER, BRITTANY	\$212,258.59
NICHOL, DARRIN W	\$243,790.87	OPEJIN, ADETOLA A	\$112,512.96	PENNER, CHARLES G	\$178,138.36
NICHOL, MICHAEL P	\$295,124.32	OPPENHEIMER, MARK W	\$330,074.55	PENNER, KURT	\$171,187.47
NICKEL, JARROD E	\$422,103.99	ORLIKOW, EVAN	\$637,509.10	PENNER, ZACHARY	\$177,899.29
NICOLL, BRADEN J	\$157,855.45	ORMISTON, JOHN D	\$430,846.16	PENNER-GOEKE, KIRSTEN	\$214,229.86
NIGAM, RASHMI	\$827,766.28	ORR, PAMELA	\$91,085.06	PENROSE, MICHAEL	\$326,132.92
NIJJAR, SATNAM S	\$473,429.43	OSAGIE, IFEOMA W	\$1,180,024.95	PEPELASSIS, DIONYSIOS	\$181,766.03
NISHAT, SAMINA	\$232,679.09	OSEGHAE, EHNOMHEN	\$628,130.11	PERCHE, JASON M	\$471,097.11
NISSAN, RAMEN	\$300,047.02	OSEI-BONSU, ADELAIDE	\$413,823.98	PEREIRA DA SILVA, CAROLINA	\$174,713.35
NJIONHOU KEMENI, MARIE M	\$424,000.10	OSUORAH, DONATUS I	\$568,583.12	PEREIRA, MICHAEL	\$678,859.79
NKOSI, JOEL E	\$280,043.01	OTA, CHIDINMA	\$466,633.38	PERETZ, DAVID	\$940,495.52
NOBLE, RACHEL LU	\$297,229.17	OWUSU, NANA	\$141,252.76	PEREZ CORTES VI, ARMELLE M	\$340,598.62
NOLIN, STEVEN V	\$575,182.49	PACIN, ONDREJ	\$232,464.56	PERIJA, BRITTANY	\$354,178.68
NOSEIR, MATTA SHA	\$798,751.12	PACIN, STEFAN	\$274,007.38	PERL, EYTAN J	\$303,966.55
NOSEWORTHY, GRAHAM	\$177,905.13	PADALCO, ADAM	\$168,395.52	PERMACK, SHELDON M	\$369,893.13
NOSTEDT, MICHELLE	\$594,452.12	PAGURA, JINA	\$371,747.87	PERNAROWSKI, KATHERINE	\$628,867.80
NOUR, SAMAN	\$219,364.17	PAIGE, DENNIS J	\$356,870.74	PERRIN, DAVID	\$772,224.66
NOVEL, MARINO M	\$220,518.35	PALATNICK, CARRIE S	\$630,577.36	PERRY, DARYL I	\$588,930.88
NWANKWOR, IKEDINACH	\$223,819.55	PALETTA, ANTONIO	\$194,327.81	PERVEEN, SADIA	\$431,240.61
NYHOF, HAROLD W	\$704,254.95	PALITSKY, DANIEL J	\$300,445.24	PESCHKEN, CHRISTINE	\$129,823.56
OBARA, ROBERT	\$920,861.78	PAMBRUN, PAUL	\$100,563.95	PESUN, IGOR J	\$92,096.48
OBERMAN, SAUL S	\$564,684.57	PANASKEVICH, TATIANA	\$749,007.25	PETERS, BRIAN	\$635,075.85
OBEROI, SAPNA	\$91,954.16	PANDEY, ANIL K	\$325,434.58	PETERS, HEIN	\$612,231.47
OBIORA, VICTOR	\$392,910.64	PANDIAN, ALAGARSAM	\$844,245.88	PETERS, JEREMY	\$393,666.81
O'CARROLL, AOIFE	\$149,241.15	PANG, EILEEN G	\$253,674.19	PETROPOLIS, CHRISTIAN	\$1,193,636.59
OCHONSKA, MARGARET	\$863,903.59	PANNU, FAZEELAT	\$654,858.62	PETROPOLIS, MARIA A T	\$206,114.14
OGARANKO, C P	\$272,816.19	PAPADIMITROPOUL, CHRISTINA	\$226,077.31	PHAM, QUANG V	\$247,040.84
OGINNI, OLAYINKA	\$556,429.41	PAPEGNIES, DEREK	\$122,103.09	PHILLIPS, MICHAEL L	\$341,238.46
OGUGUA, MALACHY	\$481,736.80	PAPETTI, SELENA	\$298,311.30	PHIPPS, RENEE	\$88,445.97
OGUNLANA, DOROTHY P	\$1,409,312.08	PAQUIN, FRANCINE	\$299,763.02	PICKERING, CHRISTINE	\$186,060.46
O'HAGAN, DAVID B	\$535,463.55	PARACHA, MUHAMMAD	\$768,361.71	PIDSADNY, SHELLY L	\$97,937.05
OJO, AYODEJI A	\$314,268.23	PARADINE, JULIE	\$106,481.28	PIERCE, RYAN T	\$287,850.60
OKABE, DEREK	\$89,900.00	PARADIS, DANIELLE	\$197,378.02	PIETERSE, WERNER	\$337,087.12
O'KEEFFE, KIERAN M	\$155,987.01	PARADOSKI, SAMANTHA	\$339,543.92	PIETERSE, WICKUS	\$450,997.85
OKOLO, NKEMDILIM	\$259,799.15	PARHAM, SHELLEY M	\$162,553.51	PILAT, EDWARD J	\$335,241.71
OKORAFOR, IKENNA N	\$535,985.17	PARK, ANNY	\$306,115.16	PILKEY, BRADLEY D	\$639,571.40
OKORO, THERESA	\$212,823.11	PARKER, KENNETH R	\$321,966.17	PINETTE, GILLES D	\$914,308.33
OKOYE, CHIJOKE	\$346,572.94	PARPIA, YASIN	\$838,010.57	PINNIGER, GREGORY W	\$198,034.74
OLA, OPEYEMI B	\$678,658.94	PARR, CHRISTOPH	\$1,058,497.08	PINSK, MAURY N	\$140,346.41
OLADINI, OLUWATOSI	\$557,992.72	PARTAP, NADINE A	\$144,358.35	PINTIN-QUEZADA, JULIO	\$109,352.31
OLAWUNI, ADEDAYO O	\$404,982.96	PARTYKA, JOSEPH W	\$583,440.69	PIRZADA, MUNIR A	\$505,912.98
OLAYEMI, FUNMILAYO	\$975,093.23	PASKVALIN, MARIO	\$522,344.17	PIRZADA, SHAN	\$552,837.15
OLD, JASON	\$563,577.48	PATEL, AMANDA	\$187,891.14	PITZ, MARSHALL	\$108,914.98
OLIVIER, ERIN P	\$395,404.23	PATEL, PAVITRA	\$374,792.11	PLESTER, JENNIFER	\$310,460.98
OLSON, ROBYN L	\$205,428.34	PATEL, PRAFUL C	\$320,353.19	PLETT, JEREMY K	\$113,047.51
OMELAN, CRAIG K	\$279,839.24	PATEL, PREMAL	\$802,726.06	PLETT, MICHAEL G	\$168,385.85
OMELAN, GRAEME D	\$98,090.11	PATEL, S V	\$314,610.43	PLEWES, MICHAEL E	\$661,659.42
OMICHINSKI, L MICHAEL	\$641,270.58	PATENAUDE, AMANDA F	\$1,335,649.90	POETTCKER, ROBERT J	\$480,253.82
OMODUNBI, OLADIPUPO	\$707,294.33	PATHAK, KUMAR A	\$966,711.77	POHL, BLANE L	\$197,485.08
OMODUNBI, OLUWATUMI	\$167,438.48	PAUL, JAMES T	\$212,527.05	POLIMENI, CHRISTINE	\$108,674.07
OMOIKE, IZIEGBE O	\$479,327.92	PAUL, NIRANJAN	\$463,909.84	POLIQUIN, VANESSA	\$217,126.86
O'NEIL, LIAM J	\$143,651.80	PAULS, RYAN J	\$538,248.81	POLLOCK, BRADLEY	\$542,883.90
ONG, ALDRICH	\$332,430.19	PEDERSON, KRISTEN	\$130,910.03	POOLE, CODY M	\$207,762.86
ONITA, NDUBUISI	\$350,410.51	PEEDICAIL, JOSEPH SA	\$248,865.56	POON, ALANA	\$341,641.76
ONOTERA, MICHAEL	\$106,379.98	PEIKES, TYLER	\$127,002.46	POON, WAYNE W C	\$195,177.90

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POOYANIA, SEPIDEH	\$587,314.92	RATCLIFFE, GREGORY E	\$1,261,354.15	ROCHA, GUILLERMO	\$692,185.48
POPESCU, ANDRA D	\$140,926.69	RATNA, SAYOAN	\$255,652.94	ROCHE, GAVIN	\$617,549.55
POPESKI, DIANNE K	\$415,204.93	RATNAPALA, HARANKAHA	\$181,476.28	RODRIGUES, DANIEL	\$582,590.84
POPOFF, DARYL	\$211,403.51	RATZLAFF, MATTHEW	\$317,370.90	RODRIGUEZ MARRE, ILDEGUL	\$476,031.93
POPOFF, JENNA	\$103,637.78	RAUBENHEIMER, JOHANN P	\$891,047.22	ROE, BRUCE E	\$186,542.08
POPOWICH, SHAUNDR A	\$417,927.47	RAUCH, JOHAN F	\$801,118.46	ROETS, WILLEM G	\$330,107.40
PORATH, NICOLE	\$130,544.80	RAVANDI, AMIR	\$803,424.76	ROGOZINSKA, LUDWIKA	\$255,028.49
PORHOWNIK, NANCY R	\$470,673.13	RAVI RAJ, -	\$481,485.78	ROHALD, PAM	\$518,251.35
PRASAD, BENJAMIN	\$102,134.21	RAZA, IRFAN	\$532,414.33	ROLLER, JANINE	\$118,552.56
PREACHUK, CHRIS T J	\$3,335,032.21	RECKSIEDLER, CARMEN	\$102,966.68	ROMAN, MANAL	\$486,282.91
PREMATILAKE, SURAJ P	\$532,642.63	REDA, ANDREW W	\$274,252.10	ROMAN, NADER	\$457,349.11
PRENOVAULT, JEAN	\$454,290.01	REDA, JOHN E	\$452,003.97	RONA, CESAR	\$626,435.17
PREUN, JENNIFER	\$193,809.03	REDA, YOUSEF	\$879,908.54	ROSCHER, COLIN	\$1,217,410.60
PRICE, CHRISTOPH	\$352,263.39	REED, JASON M	\$505,696.72	ROSENBLAT, KARA	\$100,979.88
PRICE, RUSSELL J	\$408,839.65	REHSIA, NAVNEET S	\$590,365.32	ROSENFELD, LANA A	\$357,470.03
PRICE, SHANDIS L	\$161,212.38	REHSIA, SABEER S	\$775,498.01	ROSENTHAL, MARGOT	\$90,401.52
PRINSLOO, JOCHEMUS	\$281,679.80	REHSIA, SACH I	\$534,943.99	ROSENTHAL, PETER	\$189,467.49
PROBER, MARK ALAN	\$175,021.99	REIMER, ANGELA M	\$254,602.86	ROSS, JAMES F	\$933,923.74
PROCTOR, CHRISTOPH	\$269,728.35	REIMER, DARREN K	\$106,550.16	ROSS, TIMOTHY K	\$604,423.15
PRODAN, OREST	\$96,389.14	REIMER, DAVID J	\$654,279.08	ROUSSEAU, SKYE R	\$140,661.73
PROMISLOW, STEVEN	\$621,789.33	REIMER, HEINZ	\$104,363.83	ROUSSIN, BRENT C	\$337,019.42
PSOOY, KAREN J	\$136,037.58	REITMEIER, SHAYNE	\$952,985.13	ROUX, JAN	\$400,062.53
PUAR, RIPNEET	\$338,963.50	RESLEROVA, MARTINA ³	\$462,620.99	ROY, DANIELLE	\$473,499.99
PUNDYK, KATHERINE	\$154,928.09	RETROSI, GIUSEPPE	\$124,296.17	ROY, MAURICE J	\$114,456.27
PUNTER, FIONA	\$342,837.68	REYNEKE, ANNEMIE	\$356,713.05	ROZBACHER, ADRIAN	\$360,032.61
PUTTAERT, BRETT D	\$179,342.33	REYNOLDS, JAMES L	\$340,040.99	ROZBACHER, ANDREA	\$102,245.26
PUTTAERT, DOUGLAS	\$94,614.27	REYNOLDS, JODY J	\$1,192,592.17	RUANO VALENZUEL, SANTIAGO	\$212,437.58
PYLYPJUK, CHRISTY L	\$354,605.43	REZAZADEH, SHADI	\$586,263.52	RUBIN, TAMAR	\$148,449.02
PYMAR, HELEN C	\$276,454.49	REZK, EMAD A	\$470,288.69	RUBINCHIK, ILAN	\$250,890.72
QADIR, MUNIR	\$396,562.76	RHOMA, SALAHALDE	\$478,308.16	RUDDOCK, DEANNE L	\$375,992.55
QAMAR, SHAISTA	\$422,217.59	RICCI BARTOL, MARIA F	\$186,350.53	RUFFO, CARSTON B	\$95,021.59
QUESADA, RICARDO	\$295,522.59	RICHARDS, CERI ANNE	\$122,298.25	RUSK, RICHARD C	\$615,793.31
RAABE, MICHAEL A	\$420,232.33	RICHARDS, MICHAEL D	\$173,047.47	RUSSELL, SAMANTHA	\$432,635.32
RABAN, ROSHAN	\$439,455.84	RICHARDSON, CINDY J	\$443,228.36	RUST, LEN	\$124,854.72
RABSON, JOHN L R	\$1,118,200.06	RICHARDSON, SCOTT	\$449,481.62	RUTHERFORD, MAEGAN M	\$347,787.59
RADULOVIC, DEJANA	\$992,170.38	RICHELLE, JACQUELIN	\$577,596.03	RUZHYNSKY, JENNIFER	\$342,676.18
RAE, JAMES A	\$147,804.70	RIEL, STEFAN L	\$567,732.90	RUZHYNSKY, VLADIMIR	\$407,508.90
RAFAY, MUBEEN F	\$162,127.00	RIGATTO, CLAUDIO	\$516,335.94	RYALL, LORNE A	\$113,546.91
RAFIKOV, MARAT F	\$832,097.36	RIMMER, EMILY K	\$157,456.95	RYZ, KRISTA S	\$632,576.94
RAGHAVENDRAN, S	\$379,853.74	RINGAERT, KEN	\$117,856.67	SAAD, VERA N	\$126,391.20
RAHMAN, JENNIFER	\$594,443.91	RIPSTEIN, JONATHAN	\$242,460.86	SAADIA, VIVIEN	\$159,639.81
RAHMAN, MEHWISH	\$456,448.23	RIST, JAMIE LEE	\$178,390.28	SABESKI, LYNNE M	\$393,039.21
RAISI, SETAREH	\$114,144.75	RITCHIE, JANET	\$326,088.89	SABZWARI, ANS	\$1,366,934.19
RAIMONDI, CHRISTINA	\$363,371.83	RITTEBERG, REBEKAH	\$127,827.86	SAEED, MAHWASH F	\$104,662.02
RAIZEN, MARILYN	\$445,574.53	RIVARD, JUSTIN D	\$549,107.47	SAFFARI, HAMIDEH	\$336,898.34
RAIZMAN, ZACHARY J	\$362,323.88	RIZK, ABDALLA M	\$646,414.42	SAGANSKI, EMILY	\$166,981.93
RAMADAN, ABDUL N	\$218,172.91	RIZWAN, SAMREEN	\$104,814.77	SAKLA, MARY S S	\$494,340.19
RAMGOOLAM, RAJEN	\$326,435.94	ROBERTS, JANET R	\$171,674.12	SALA, TANYA N	\$153,179.92
RAMKISSOON, REECE	\$742,364.96	ROBERTS, KRIS A	\$261,716.85	SALAKO, ADEWALE S	\$697,857.71
RAMOS, PATRICIA	\$405,175.46	ROBERTS, LESLEY FI	\$475,695.36	SALAMON, ELIZABETH	\$853,957.11
RAMSAY, CAREY ANT	\$221,980.82	ROBERTSON, REAGAN LE	\$358,635.28	SALEM, FAYEZ	\$597,589.74
RAMSAY, JAMES A	\$410,423.66	ROBILLARD, SUSAN C	\$340,290.76	SALTEL, MARC E J	\$611,660.68
RAMSEY, CLARE D	\$256,959.55	ROBINSON, C CORRINE	\$390,973.50	SALTER, JENNIFER	\$361,780.02
RANDHAWA, SUKHWINDE	\$268,147.54	ROBINSON, CHRISTINE	\$357,881.61	SALTER-OLIVER, BELYNDA A	\$170,181.19
RANDUNNE, AVANTHI	\$1,294,476.41	ROBINSON, DAVID B	\$286,494.36	SAM, ANGELA	\$1,075,779.70
RANDUNNE, AYODYA S	\$1,142,925.64	ROBINSON, DEBBIE J	\$561,185.33	SAM, DIANA	\$323,203.36
RASOOL, AMERA	\$962,909.43	ROBINSON, GILLIAN	\$85,140.27	SAMARASENA, ISHANI G	\$351,796.63

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SAMBORSKI, CORY	\$115,822.37	SHAFFER, SETH	\$523,795.27	SIMARD-CHIU, LESLIE A	\$176,494.19
SAMI, SAHAR	\$255,919.25	SHAH, ASHISH H	\$1,209,654.86	SIMONS, FRANCES E	\$117,754.98
SAMOIL, MARY F S	\$95,974.92	SHAH, BHARAT	\$113,220.36	SIMONSEN, ELIZABETH	\$227,232.23
SAMUELS, LEWIS	\$546,933.40	SHAH, SYED A A	\$146,785.56	SIMONSON, DON W	\$146,484.90
SANDHA, JASKIRAN	\$117,143.50	SHAIKH, NASIR	\$592,240.98	SIN, TRA	\$185,195.54
SANDHAWALIA, SHUBHKARM	\$91,407.00	SHAIKH, SALMA	\$90,082.66	SINGH, AMARJIT	\$132,230.52
SANDHU, KERNJEET	\$337,396.98	SHAKER, MARIAN	\$1,201,113.23	SINGH, HARMINDER	\$694,023.48
SARANCHUK, JEFFERY W	\$700,793.23	SHAMLOU MONTAZE, AMIR HASS	\$289,341.77	SINGH, MANEESHA	\$213,404.72
SAREEN, SANJAY	\$369,711.95	SHANKAR, JAI JAI S	\$624,181.37	SINGH, MONTY M	\$308,837.43
SARLAS, EVANGELOS	\$136,490.00	SHANKS, MICHELLE	\$118,016.41	SINGH, NEAL	\$107,966.63
SARPONG, SIMON K	\$148,756.06	SHANTI, MOHAMMAD	\$1,635,528.18	SINGH, NISHITA	\$183,698.30
SATHIANATHAN, CHRISTIE	\$460,035.41	SHARIFF, FARHANA	\$464,741.94	SINGH, PRABHJOT	\$181,111.28
SAUNDERS, KEVIN	\$187,364.53	SHARIFF, TAHARA J	\$257,660.79	SINGH, RAMANDIP	\$213,837.46
SAWA, GAIL F	\$437,915.47	SHARKEY, JAMES B	\$580,964.48	SINGH, RENATE G	\$659,743.27
SAWATZKY, MARTINA	\$86,504.32	SHARKEY, RHYS	\$221,788.24	SINGH, RICKY D	\$556,557.42
SAWICH, SHAUNA	\$225,311.06	SHARMA, ADITYA	\$281,449.59	SINGH, ROBINDER	\$784,323.79
SAWKA, SANDRA E	\$135,657.70	SHARMA, SAVITA	\$86,190.05	SINGH, SHIRIN	\$552,956.17
SAWYER, JEREMY A	\$448,828.13	SHARMA, SHELLY	\$612,946.90	SINGH, VIKRAMJIT	\$735,803.06
SAWYER, SCOTT K	\$793,436.30	SHAW, JAMES A	\$236,490.46	SINGH, VISHWAJEE	\$115,275.54
SAXENA, MILIND	\$165,100.61	SHAWYER, ANNA C	\$388,523.02	SINGH-ENNS, SONIA	\$139,270.63
SAYED, SUHAIL	\$490,561.02	SHAYEGI NICK, ANITA	\$658,145.03	SIQUEIRA BRIGLI, FELIPE	\$209,542.84
SCHACTER, GASHA I	\$325,747.60	SHELL, MELANIE	\$274,100.68	SIVANANTHAN, GOKULAN	\$241,512.39
SCHACTER, JENNIFER	\$111,836.39	SHENODA, KAMAL L M	\$427,275.21	SIVANANTHAN, KAMALANAY	\$525,501.70
SCHAFFER, STEPHEN A	\$185,418.14	SHEPERTYCKY, MARTHA R	\$557,855.00	SIVASANKAR, RAMAN	\$514,313.96
SCHANTZ, DARYL	\$215,732.09	SHEPS, MICHAEL D	\$923,725.18	SKAKUM, KURT K	\$221,584.73
SCELLENBERG, ANGELA E	\$581,128.77	SHERBO, EHREN	\$184,136.49	SKAKUM, RUTH	\$244,279.42
SCHERLE, KURT	\$103,731.04	SHIFFMAN, FRANK H	\$418,065.37	SKEAD, LENNARD	\$475,972.48
SCHIFKE, WILLIAM G	\$295,722.73	SHIRLEY, JENNA	\$518,495.47	SKINNER, JAMES T	\$109,531.73
SCHILL, SHELBY	\$172,646.56	SHIROKY, JONAH	\$526,908.96	SKRABEK, PAMELA J	\$171,329.25
SCHMIDT, BRIAN J	\$95,610.31	SHOBAYO, OLADAPO F	\$211,670.70	SKRABEK, RYAN Q	\$893,851.19
SCHMIDT, DAPHNE	\$102,742.69	SHOEWU, OLUWAFEMI	\$598,611.77	SLUTCHUK, MARVIN	\$124,873.92
SCHNEIDER, CAROL E	\$292,098.07	SHOKRI, AHVAN	\$1,045,810.08	SMAL, SAMUEL J	\$367,673.90
SCHROEDER, ALVIN N	\$352,591.14	SHOKRI, MOHAMMAD	\$538,086.50	SMITH, CATHERINE	\$282,720.84
SCHROEDER, FRANCIS M	\$323,741.21	SHOUKRY, SAHAR	\$386,201.26	SMITH, ERIK R	\$230,107.54
SCHULTZ, ALEXANDER	\$310,428.84	SHUCKETT, PAUL	\$114,149.57	SMITH, LOUIS F	\$858,592.61
SCHUSTER, WOLFGANG	\$135,962.69	SHUMSKY, DAVID	\$125,856.40	SMITH, RILEY	\$385,062.49
SCHUTT, VIVIAN A	\$520,775.75	SHUNMUGAM, RAVENDREN	\$845,658.25	SMITH-BODIROGA, SHANNON	\$98,360.05
SCHWARTZ, ANNA G	\$97,909.55	SICKERT, HELGA G	\$259,146.06	SNEATH, JASON	\$2,731,970.44
SCHWARTZ, LEONARD D	\$436,657.62	SIDAROUS, AMAL M	\$984,521.38	SNIDER, DAVID	\$105,021.03
SCOTT, JASON	\$539,673.70	SIDDIQUI, FAISAL S	\$237,880.70	SNIDERMAN, JHASE	\$240,308.75
SCOTT, KRISTEN	\$272,445.23	SIDDIQUI, ISSAR	\$712,582.16	SNOVIDA, LIOUBOV	\$260,045.71
SCOTT, SARA	\$346,652.05	SIDHOM, CHERINE R	\$556,278.87	SOCHOCKI, MICHAEL P	\$378,927.68
SCOTT-HERRIDGE, JOEL	\$843,736.69	SIDHU, GURVEEN K	\$194,044.27	SODHI, POONAM	\$126,643.97
SCRAMSTAD, CARLY	\$125,013.59	SIDHU, MANJIT	\$105,208.81	SODHI, VIJAY K	\$611,469.41
SEAMAN, KENNETH	\$167,263.73	SIDHU, PRINCE	\$424,720.47	SOLIMAN, MAGDI F L	\$820,036.30
SEAMAN, MICHAEL K	\$752,659.72	SIDRA GERGES, MAGED E	\$362,450.35	SOMMER, LILLEL M	\$358,546.61
SEFIDGAR, MEHDI	\$543,496.73	SIDRA-GERGES, MARINA	\$373,231.26	SONI, ANITA	\$516,270.69
SEGSTRO, RONALD J	\$95,637.84	SIEMENS, JASON M	\$236,098.59	SONI, NANDINI R	\$365,641.35
SEIFER, COLETTE M	\$574,851.53	SIGURDSON, LEIF JOHN	\$1,213,940.54	SONOIKI, TAIWO G	\$639,182.10
SEITZ, ANDREW R	\$169,652.63	SIKORA, FELIX J	\$383,581.82	SOOKERMANY, NATASHA	\$96,696.12
SELLERS, ELIZABETH	\$101,594.11	SILAGY, STEWART	\$938,492.42	SOOKHOO, SIUCHAN	\$825,262.50
SEMUS, MICHAEL J	\$228,791.78	SILHA, JOSEF	\$1,731,496.48	SOPEL, MRYANDA	\$323,707.22
SEN, ROBIN	\$259,222.72	SILHOVA, DASA	\$388,123.52	SOUFI, YUCEF	\$764,198.98
SEQUEIRA, ALASTAIR	\$511,233.86	SILVAGGIO, JOSEPH	\$157,860.60	SOUQUE, KATRYN E	\$119,708.87
SEQUEIRA, SANGITA	\$272,495.54	SILVER, CARLA D	\$351,757.17	SPANGELO, LISA MICH	\$527,408.22
SEWELL, GARY	\$201,220.09	SILVER, NORMAN A	\$668,026.73	SPANO, STEFANIA	\$137,409.55
SEXTON, LAURA A	\$209,501.50	SILVER, SHANE	\$2,420,737.20	SPEER, MARGARET	\$249,334.00

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SPEZIALI, CRAIG D	\$101,281.00	TANGRI, NAVDEEP	\$295,866.97	TSANG, DOMINIC	\$373,457.87
SPOONER, AARON J	\$567,115.33	TANIOUS, VICTOR	\$98,556.17	TSANG, JAMES F	\$869,762.72
SPRINGMAN, MAEGAN	\$188,892.60	TANNER, KAREN L	\$317,169.52	TSANG, MAE TINA	\$198,769.98
SRINATHAN, SADEESH K	\$376,272.64	TAPPER, JASON A	\$884,097.85	TSANG, SUSAN T	\$124,329.54
ST GODDARD, JENNIFER	\$282,332.08	TARASKA, VICTORIA	\$838,345.78	TSE, WAI CHING	\$116,288.88
ST JOHN, PHILIP D	\$247,258.83	TARASKA, VINCENT A	\$481,045.64	TSUYUKI, SEAN H ²	\$2,874,324.14
STAINES, KENTON M	\$514,630.34	TARIQ, MUHAMMAD	\$410,437.35	TUFESCU, TED	\$614,198.13
STANIFORTH, CHRISTINA	\$360,942.03	TASSI, HISHAM	\$247,504.87	TUNOVIC, EDIN	\$337,589.94
STANIFORTH, CHRISTOPH	\$420,918.35	TATINENI, RANJIT K	\$546,996.67	TURABIAN, B MICHAEL	\$151,378.17
STANKO, LORRAINE	\$506,115.71	TAWFIK, VIOLA L	\$397,150.27	TURGEON, THOMAS	\$623,907.11
STAPLETON, CIELLE	\$96,875.16	TAYLOR, HUGH R	\$572,514.55	TURK, WILLIAM J	\$981,571.86
STASIUK, ALLISON D	\$440,531.71	TAYLOR, SUSAN N	\$563,454.43	TURNER, BLAIRE D	\$432,554.05
STEIGERWALD, SARAH	\$685,164.91	TEFERI, YOHANNES	\$85,046.23	TURNER, ROBERT B	\$430,888.22
STELZER, JOSE	\$408,057.20	TEGG, TYLER	\$445,117.87	TURNER, SHELLEY A	\$198,293.99
STERN, SHERYL	\$170,348.23	TEILLET, MARC E	\$102,221.91	TURNER, TRENT	\$205,140.53
STEVENSON, LAUREL E	\$286,075.63	TENENBEIN, MARSHALL	\$517,808.27	UDOW, SEAN J	\$208,898.83
STILLWATER, LAURENCE	\$1,553,327.23	TEO, SWEE L	\$290,987.20	UDUEHI, EKATA A	\$396,374.33
STITZ, MARSHALL	\$404,007.25	TESKEY, LINDSAY S	\$307,291.37	ULLAH, SHAHLA I	\$643,383.28
STOCKL, FRANK A	\$2,810,458.76	THAMES, JOYCE	\$442,105.07	UNARAIN, INDRANIE	\$258,026.93
STOCKWELL, KEVIN	\$403,497.98	THESS, BERNARD A	\$795,340.51	UNGARIAN, JILLIAN	\$390,134.78
STONE, JAMES	\$492,254.86	THIELMANN, ALEXANDRA	\$282,805.67	UNGER, JASON B A	\$297,118.16
STOROSCHUK, GREGORY W	\$207,124.86	THIESSEN, MACLEAN	\$134,893.34	UTKO, PAWEL	\$520,260.39
STORSLEY, LEROY J	\$690,611.28	THIESSEN, PHOEBE	\$272,810.04	UWABOR, WISDOM O	\$421,021.53
STOSKI, ROXANN M ²	\$654,220.31	THILLE, SUZANNE M	\$339,391.00	UYS, THARINA	\$355,041.08
STRANGES, GREGORY A	\$633,699.65	THOMAS, SHAWN T	\$386,348.49	UZWYSHYN, MIRA	\$117,888.14
STRANK, ROYDAN K	\$566,055.87	THOMAS, SUNU	\$377,017.45	VAN ALSTYNE, MURRAY	\$250,220.02
STRIDE-DARNLEY, BENJAMIN	\$105,656.16	THOMPSON, CURTIS ST	\$373,660.00	VAN AMSTEL, LEANNE L	\$970,236.63
STROESCU, DANIELA V	\$408,616.28	THOMPSON, LEANNE J	\$291,165.77	VAN DAM, AVERI	\$95,147.45
STROH, GREGORY	\$288,856.76	THOMPSON, SUSAN B	\$274,036.12	VAN DE VELDE, ROCHELLE	\$711,903.40
STRONGER, LYLE	\$398,649.42	THOMPSON, THOMAS R	\$158,579.66	VAN DEN HEEVER, JESAJA W	\$574,201.68
STRUMPFER, JOHANN	\$377,960.38	THOMSON, BRENT R J	\$129,434.77	VAN DER WESTHUI, LUCAS C	\$387,194.00
STRZELCZYK, JACEK ²	\$5,516,831.81	THOMSON, GLEN T D	\$244,843.17	VAN DER ZWEEP, JOHN	\$434,229.29
SUD, ANIL K	\$854,159.03	THOREN, JACALYN	\$400,985.00	VAN DIJK, CODY	\$120,655.61
SUDIGALA, SRINIVAS	\$372,275.78	THORINGTON, KRYSTAL M	\$200,118.81	VAN DYCK, ALLISON	\$103,987.07
SUDIGALA, SUSHMA	\$178,581.60	THORLAKSON, DEREK	\$227,154.20	VAN GINKEL, REBECCA	\$87,610.50
SULAIMAN-BARADI, RIZQA	\$87,833.58	THORLAKSON, IAN J	\$401,803.05	VAN JAARSVELDT, WERNER	\$347,413.77
SURDHAR, IAN S	\$94,723.98	THORLEIFSON, MULLEIN D	\$501,344.88	VAN NIEKERK, ETIENNE	\$247,239.26
SUSKI, LISA	\$110,014.85	THWALA, ANDREA B	\$924,137.36	VAN OTTERLOO, MATTHEW	\$334,369.07
SUSTRIK, RYAN A	\$123,802.71	TIEN-ESTRADA, JOAN	\$401,848.39	VAN RENSBURG, C JANSE	\$436,983.05
SUTHERLAND, ERIC N	\$639,537.01	TING, TOMMY W	\$577,041.77	VAN RENSBURG, P D JANSE	\$562,251.20
SUTHERLAND, IAN SCOTT	\$657,206.56	TISCHENKO, ALEXANDER	\$668,107.28	VAN ROOYEN, M LOUIS	\$653,722.84
SUTHERLAND, JAMES G	\$340,173.97	TISSERA, PONSUGE A	\$1,022,070.63	VAN, ROYCE	\$395,199.01
SUTTON, IAN R	\$592,361.27	TISSEVERASINGHE, ANNALIESE	\$342,865.63	VANCURA, DAVID	\$534,849.24
SYED, ALI	\$166,880.84	TITUS, ROSELIN T	\$111,801.65	VANDERHEYDEN, KARA L	\$173,823.15
SYEDA, MASUMA	\$323,304.00	TKACZYK, NICHOLAS	\$823,964.92	VANDERHOOF, LUKE JOHN	\$491,121.00
SZAJKOWSKI, TERRENCE	\$390,558.28	TODARY FAHMY, YVETTE	\$307,423.43	VANDERHOOF, REBECCA H	\$202,400.37
SZELEMEJ, PAUL	\$929,802.02	TOEWS, KAREN A	\$434,370.69	VANDERWERT, RUWANI T	\$142,995.62
SZWAJECER, DAVID ¹	\$102,156.25	TOEWS, MATTHEW E	\$264,654.81	VATTHEUER, ANNABEL	\$264,831.34
TADROUS, JACQUELIN	\$430,239.68	TOOP, ALEXA	\$313,444.07	VEGA-ARROYO, MIGUEL	\$140,244.90
TAGIN, MOHAMED A	\$216,806.67	TOOR, JAY	\$243,311.61	VEKHANDE, CHETAN CH	\$170,611.05
TAIYE-AKINSUN, AKINWALE	\$412,013.16	TRACHTENBERG, AARON	\$216,129.66	VELASCO SORDO, LUIS RAMO	\$171,072.05
TAIYE-AKINSUN, OLUSEYI	\$1,093,022.94	TRAN, CUC P	\$386,706.23	VENDITTI, MARCELLO	\$309,067.42
TAM, JAMES W	\$678,976.78	TRAN, MIMI	\$979,317.11	VENDRAMELLI, MARK P	\$183,367.81
TAMAYO MENDOZA, JESUS A	\$525,984.52	TRELOAR, KELBY	\$325,669.77	VENKATESAN, NITHYA	\$241,992.66
TAN, EDWARD	\$263,111.43	TREPEL, SIMON	\$160,842.69	VENTER, DIRK J	\$563,056.47
TAN, LAWRENCE	\$433,420.26	TRINH, HANG	\$204,890.73	VERGARA, DERRICK Y	\$697,887.03
TANDON, RICHA	\$891,952.97	TRIVEDI, ANURAG	\$376,607.46	VERGIS, ASHLEY	\$789,432.72

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VERITY, SHAWN D	\$334,868.86	WESS, ANAS	\$94,161.49	WORB, ANDREW	\$97,264.72
VERMEULEN, SONJA L	\$140,846.32	WETTIG, KARA B	\$557,541.28	WORDEN, TYLER A	\$271,169.90
VERNON, JAMES	\$882,508.55	WHEATLEY, VERONA	\$290,617.75	WORKMAN, WILLIAM	\$226,547.11
VERRELLI, MAURO ³	\$639,554.21	WHEELER, JEFFREY	\$351,131.56	WOSNITZA, KARI MARI	\$185,821.00
VIALLET, NORBERT R	\$506,639.87	WHITE, BRUCE K	\$372,983.25	WOURMS, VINCENT P	\$413,766.47
VICKAR, ERIC L	\$355,782.31	WHITE, SANDRA	\$133,430.28	WTOREK, PIOTR THO	\$387,505.43
VIDAL, RYAN	\$397,815.87	WHITLEY, REBECCA C	\$100,140.41	WU, EASON	\$177,753.81
VIGNUDO, SILVIA	\$199,105.55	WHITTAKER, ELIZABETH	\$162,463.99	WU, TED CHIA	\$114,924.84
VILLEDA, JOSE A	\$346,570.15	WHITTAKER, LAUREN	\$630,861.08	WUERZ, TERENCE	\$294,765.09
VINT, KEVIN	\$124,642.33	WICKLOW, BRANDY A	\$96,202.10	XU, QI	\$277,310.66
VIRDI, PARAMVIR	\$319,696.38	WIEBE, CHRIS J	\$157,109.78	YAFFE, CLIFFORD	\$90,650.46
VISCH, SHAWN H R	\$307,113.62	WIEBE, KIM L	\$91,479.66	YALE, ROBERT	\$119,572.46
VISSER, GERHARDT	\$418,195.02	WIEBE, SANDRA	\$315,315.80	YAMAMOTO, JENNIFER	\$207,902.08
VISSER, ROBIN C H	\$531,647.82	WIEBE, TANNIS H	\$354,684.07	YAMSUAN, MARLEN	\$205,301.92
VIVIAN, MARK A ²	\$1,009,961.36	WIENS, ANTHONY V	\$554,214.14	YANG, LIN	\$239,483.42
VLOK, NICOLAAS	\$400,273.42	WIENS, JAMES J	\$664,980.19	YANKOVSKY, ALEXEI	\$124,297.43
VOSTERS, NICOLE K	\$228,394.84	WIENS, NICOLE	\$330,391.19	YAWORSKI, DANIEL N	\$370,508.87
VUKSANOVIC, MILOS V M	\$544,801.66	WIESENTHAL, BENJAMIN	\$108,413.92	YEHUDAIFF, DORON	\$564,329.11
WACHUKWU, CHINYERE	\$286,349.48	WILD, KIM J	\$508,226.00	YING, STEPHEN M ²	\$1,216,672.42
WADHWA, ANKUR	\$248,021.87	WILLIAMS, CHRISTOPH	\$320,061.95	YIP, BENSON	\$214,585.96
WAHBA HANNA, TALAAT W	\$707,609.99	WILLIAMS, J DAVID	\$289,689.87	YOGANANTHAN, KUGAJINI	\$145,516.83
WAKEMAN, M STEWART	\$87,400.69	WILLIAMSON, D	\$120,192.94	YORK, RYAN J	\$275,909.87
WALDMAN, JEFFREY C	\$210,288.88	WILLIAMSON, KELVIN W	\$721,813.38	YOUNG, JADE	\$121,954.05
WALKTY, ANDREW	\$130,420.29	WILLS, GREGORY	\$335,623.18	YOUNG, JEANNE	\$292,448.67
WALLACE, MARC G	\$1,051,087.50	WILSON, ANDREA GA	\$168,768.11	YU, ADELICIA	\$1,158,023.78
WALLACE, SHARON E	\$286,102.63	WILSON, GREGORY P	\$580,755.43	YUONESS, SALEM A ⁴	\$1,208,695.50
WALMSLEY, CHRISTOPH	\$387,358.24	WILSON, JENNIFER	\$256,271.51	ZABOLOTNY, BRENT P	\$491,939.28
WALTER, GRAHAM	\$512,186.87	WILSON, MURRAY ²	\$2,665,263.90	ZABORNIAK, KARVER M	\$281,682.34
WALTERS, JUSTIN J ³	\$626,118.93	WINCHAR, KELCEY	\$551,072.85	ZACHARIAS, JAMES ³	\$857,410.53
WALTERS, LESLEA A	\$292,411.02	WINNING, KYLE J	\$181,460.61	ZAHIRI, MAJID	\$686,394.93
WANG, ANGUS N	\$127,612.63	WINOGRODZKA, CHRISTINA	\$299,524.77	ZAKI, AMEL E	\$462,050.92
WANIGASEKARA, WANIGASEK	\$197,174.68	WINOGRODZKI, ARTHUR	\$254,030.08	ZAKI, MAGDY F	\$705,249.50
WARDEN, SARAH K	\$193,164.82	WISEMAN, MARNI C	\$1,444,382.53	ZARRABIAN, MOHAMMAD	\$535,366.85
WAREHAM, KRISTEN B	\$127,227.86	WISEMAN, NATHAN	\$131,856.40	ZEILER, FRED	\$985,091.65
WARELIS, ADAM	\$386,127.21	WOELK, CORNELIUS	\$264,005.41	ZELENIETZ, CALEB S G	\$253,307.68
WARKENTIN, RAY	\$400,285.85	WOLFE, KEVIN B	\$669,061.69	ZETARUK, MERRILEE	\$87,744.63
WARNAKULASOORIY, RIVIRAJ	\$89,247.14	WOLFE, SCOTT A	\$303,031.96	ZHANEL, MICHAEL	\$187,728.59
WARRACK, CHRISTOPH	\$282,256.90	WONG, CLINT S	\$679,605.05	ZHANG, HANBO	\$216,417.81
WARRAICH, GUNWANT	\$192,434.28	WONG, ELLIOT J	\$249,633.48	ZHANG, JASON J	\$171,037.01
WARRAICH, KANWARJIT	\$501,847.58	WONG, JAS	\$192,463.49	ZHANG, SURONG	\$941,164.30
WARRAICH, NAVROOP	\$133,947.05	WONG, RALPH P W	\$379,128.10	ZHANG, YIYANG	\$594,852.36
WASEF, MERVAT S	\$298,846.42	WONG, STEPHEN G	\$372,682.56	ZHENG, YI	\$218,882.53
WASEF, NAGY S	\$319,429.24	WONG, TURNLY	\$278,146.62	ZHOU, BOWEN	\$294,161.05
WATSON, HEATHER	\$254,174.30	WONG, VERONICA	\$609,234.40	ZIA, ZAFFAR MA	\$163,321.25
WATTERS, TIMOTHY	\$178,439.04	WOO, CASEY	\$513,765.33	ZIAEI SABA, SHAHNAZ	\$481,576.13
WAYE, LEON R L	\$618,598.52	WOO, MEAGHAN	\$763,519.43	ZIEROTH, SHELLEY R	\$179,723.09
WEBAR VALDIVIES, JAVIER	\$562,238.97	WOO, NOBBY	\$677,527.09	ZIESMANN, MANFRED	\$774,283.20
WEBB, JOANNA	\$107,220.61	WOO, VINCENT C	\$932,587.29	ZIESMANN, MARKUS T	\$352,641.86
WEERATUNGA, BUDDHINI	\$293,932.82	WOOD, ALEXANDRA	\$196,282.21	ZIMMER, KENNETH W	\$327,207.97
WEGER, STEVEN	\$601,423.12	WOOD, HENRY	\$235,139.48	ZIOMEK, ANNA M	\$349,301.15
WEINBERG, TESSA	\$475,211.29	WOODMASS, JARRET	\$696,260.44	ZOHNI, KHALED	\$291,719.78
WENGEL, TIFFANY	\$340,130.64	WOODROW, LINDSEY	\$439,600.23	ZUNIGA POSSELT, KARLA	\$646,186.18

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Explanatory Notes:

- (1) *Director of a private laboratory facility. Services may be provided by a group of practitioners, but are billed in the name of a single practitioner for administrative efficiencies. (See pages 16-17 for list of facilities).*
- (2) *Director of a private radiology facility. Services may be provided by a group of practitioners, but are billed in the name of a single practitioner for administrative efficiencies. (See pages 17-21 for list of facilities).*
- (3) *Billings for dialysis services representing the work of more than one physician. (See page 21 for list of facilities).*
- (4) *Director of a nuclear medicine facility. Services may be provided by a group of practitioners, but are billed in the name of a single practitioner for administrative efficiencies. (See page 21 for list of facilities).*
- (5) *Director of a patient service center facility. Services may be provided by a group of practitioners, but are billed in the name of a single practitioner for administrative efficiencies. (See page 21-22 for list of facilities).*

Laboratory Directors and Facilities

Akash Gupta

Canadian Blood Services - Platelet Immunology Laboratory

Amin M Kabani

Altona Community Memorial Health Centre
Arborg & District Hospital
Beausejour Hospital
Bethesda Regional Health Centre
Boissevain Health Centre
Boundary Trails Health Centre
CancerCare Manitoba - Hematology Laboratory
Carberry Plains Health Centre
Carman Memorial Hospital
Centre de Sante Notre-Dame Health Centre
Churchill Health Centre
Concordia Hospital
Dauphin Regional Health Centre
Deloraine Health Centre
DeSalaberry District Health Centre
E. M. Crowe Memorial Hospital
Flin Flon General Hospital
Gillam Hospital
Gladstone Health Centre
Glenboro Health Centre
Grace Hospital
Grand Rapids Nursing Station
Grandview District Hospital
Hamiota District Health Centre
Health Sciences Centre

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Health Sciences Centre - Transplant Immunology Laboratory
Hunter Memorial Hospital
Johnson Memorial Hospital
Lakeshore General Hospital
Lorne Memorial Hospital
Lynn Lake District Hospital
Melita Health Centre
Minnedosa Health Centre
Misericordia Health Centre
Morris General Hospital
Neepawa Health Centre
Pinawa Hospital
Pine Falls Health Complex
Portage District General Hospital
Riverdale Health Centre
Roblin District Health Centre
Rock Lake Health District Hospital
Russell Health Centre
Selkirk Regional Health Centre
Seven Oaks General Hospital
Snow Lake Health Centre
Souris Health Centre
St. Boniface General Hospital
Ste. Anne Hospital
Ste. Rose General Hospital
Stonewall & District Health Centre
Swan Valley Health Centre
The Pas Health Complex
Thompson General Hospital
Tiger Hills Health Centre
Tri-Lake Health Centre
Victoria Hospital
Virden Health Centre
Vita & District Health Centre
Westman Regional Laboratory Services

David Szwajcer

CancerCare Manitoba - Cellular Therapy Laboratory
CancerCare Manitoba - Histocompatibility Laboratory

Jenisa Naidoo

Dynacare (100 - 830 King Edward Street, Winnipeg, Manitoba)

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	Dynacare (30 Lakewood Boulevard, Winnipeg, Manitoba)
Paul Van Caesele	Cadham Provincial Laboratory
<u>Radiology Directors and Facilities</u>	
Ashraf W Goubran	St. Boniface General Hospital
Blair Henderson	Altona Community Memorial Health Centre Bethesda Regional Health Centre Boundary Trails Health Centre Carman Memorial Hospital Centre de Sante Notre-Dame Health Centre DeSalaberry District Health Centre Lorne Memorial Hospital Morris General Hospital Portage District General Hospital Rock Lake Health District Hospital Ste. Anne Hospital Vita & District Health Centre
Blake M McClarty	St. Boniface General Hospital
Bruce W Maycher	Mclvor X-Ray Clinic St. Boniface General Hospital
Daniel J Lindsay	Arborg & District Hospital Beausejour Hospital Churchill Health Centre Dauphin Regional Health Centre E. M. Crowe Memorial Hospital Express Care X-Ray Clinic Flin Flon General Hospital Gillam Hospital Grand Rapids Nursing Station Hunter Memorial Hospital Johnson Memorial Hospital Lac du Bonnet Health Centre Lakeshore General Hospital Lynn Lake District Hospital Pinawa Hospital

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	Pine Falls Health Complex Pure X-Ray Clinic Selkirk Regional Health Centre Snow Lake Health Centre Stonewall & District Health Centre The Pas Health Complex Thompson General Hospital
Dawn. M. Martens	X-Ray at Parkview
Edward A Lyons	Maples Surgical Centre Men's Health Clinic Manitoba
Francisco Avila Flores	Grandview District Hospital Hamiota District Health Centre Riverdale Health Centre Roblin District Health Centre Russell Health Centre Ste. Rose General Hospital Swan Valley Health Centre
Hugh Eaglesham	Assiniboine X-Ray Clinic Charleswood X-Ray Clinic Lakewood Medical Centre Meadowood X-Ray Clinic Pembina X-Ray Clinic Winnipeg Clinic
J. Michael Davidson	Fort Whyte Imaging (310- 1020 Lorimer Boulevard, Winnipeg, Manitoba) Fort Whyte Imaging (405 Fort Whyte Way, Oak Bluff, Manitoba) Legacy X-Ray Clinic Manitoba X-Ray Clinic (1155 Concordia Avenue, Winnipeg, Manitoba) Munroe X-Ray Clinic Park City X-Ray Clinic Seven Oaks X-Ray Clinic Sport Manitoba
Jacek Strzelczyk	Deer Lodge Centre Grace Hospital

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(Continued)

James K Koenig	Pan Am Clinic (300 Portage Avenue, Winnipeg, Manitoba) Pan Am Clinic (315 Chancellor Matheson Road, Winnipeg, Manitoba) Pan Am Clinic (75 Poseidon Bay, Winnipeg, Manitoba) Pan Am Clinic WRHA (75 Poseidon Bay, Winnipeg, Manitoba)
Jeffrey Marantz	Health Sciences Centre Manitoba Clinic Mount Carmel Clinic
Jordan P Fogel	St. Amant
Lisa C McPhee	Manitoba X-Ray Clinic (3263 Portage Avenue, Winnipeg, Manitoba)
M. Dawn Martens	Radiology Consultants of Winnipeg (105 - 2110 Main Street, Winnipeg, Manitoba) Radiology Consultants of Winnipeg (1550 - 1120 Grant Avenue, Winnipeg, Manitoba) Radiology Consultants of Winnipeg (2255 Pembina Highway, Winnipeg, Manitoba)
Mark A Vivian	Prota Clinic Victoria Hospital
Martin Bunge	Health Sciences Centre - Children's Hospital Rehabilitation Centre for Children
Mary V Jacob	C.W. Wiebe Medical Centre
Murray Wilson	Breast Health Centre BreastCheck (5 - 25 Sherbrook Street, Winnipeg, Manitoba) BreastCheck (620 Frederick Street, Brandon, Manitoba) Canadian Diagnostic Imaging X-Ray @ Atlantic Medical X-Ray on Corydon
Noam Z Millo	Health Sciences Centre Shared Health - Diagnostic Services
Roxann M Stoski	Concordia Hospital
Sean H Tsuyuki	Misericordia Health Centre Riverview Health Centre Tache Facilities Limited
Stephen M Ying	Health Sciences Centre

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	Seven Oaks General Hospital WRHA MRI Clinic
Thomas Mammen	Boissevain Health Centre Brandon Regional Health Centre Carberry Plains Health Centre Deloraine Health Centre Glenboro Health Centre Melita Health Centre Minnedosa Health Centre Neepawa Health Centre Souris Health Centre Tiger Hills Health Centre Tri-Lake Health Centre Virden Health Centre
Wayne D Harrison	Brandon Clinic Medical Corporation Clement Block Laboratory and X-Ray Services
<u>Dialysis Directors and Facilities</u>	
Andrea Mazurat	SOGH Hemodialysis
Donald R Allan	Sherbrook Centre Dialysis Unit
Herman P Lam	Central Dialysis Unit
James Zacharias	Manitoba Local Renal Health Centres
Jay Hingwala	Home Hemodialysis, HSC
Joe Bueti	HSC Renal Program
Justin J Walters	Hemodialysis
Martina Reslerova	Peritoneal Dialysis
Mauro Verrelli	SBH Renal Program
Sara E Dunsmore	Peritoneal Dialysis & Renal Clinic

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(Continued)

Sean Armstrong

Home Hemodialysis
SOGH Renal Program

Nuclear Medicine Directors and Facilities

Bohdan Bybel

Health Sciences Centre
Seven Oaks General Hospital

Daniel P Levin

Grace Hospital

John Sutherland

Nuclear Management Company Limited

Salem A Yuoness

Brandon Regional Health Centre

William D Leslie

St. Boniface General Hospital
Victoria Hospital

Patient Service Centre Facility Directors

Amin M Kabani

Deer Lodge Centre
Lac du Bonnet Health Centre
Mount Carmel Clinic
Riverview Health Centre
St. Amant
Baldur Health Centre
Birtle Health Centre
Emerson Health Centre
Erickson Health Centre
Kin Place Health Complex
MacGregor Health Centre
McCreary/Alonsa Health Centre
Niverville Primary Health Care Centre
Pembina Manitou Health Centre
Reston Health Centre
Rossburn Health Centre
Shoal Lake - Strathclair Health Centre
St. Claude Health Centre
Wawanesa Health Centre
Whitemouth District Health Centre
Whitemouth Primary Health Care Centre
Winnipegosis & District Health Centre

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Jenisa Naidoo	Dynacare (103 - 381 Stonebridge Crossing, Steinbach, Manitoba) Dynacare (111-1225 St. Mary's Road, Winnipeg, Manitoba) Dynacare (1-2077 Pembina Highway, Winnipeg, Manitoba) Dynacare (130 - 30 Stephen Street, Morden, Manitoba) Dynacare (1455 Henderson Highway, Winnipeg, Manitoba) Dynacare (1-515 Sterling Lyon Parkway, Winnipeg, Manitoba) Dynacare (1600 Portage Avenue, Winnipeg, Manitoba) Dynacare (31 First Street South, Beausejour, Manitoba) Dynacare (3-1581 Regent Avenue West, Winnipeg, Manitoba) Dynacare (330 Third Avenue, Stonewall, Manitoba) Dynacare (3-3655 Portage Avenue, Winnipeg, Manitoba) Dynacare (385 Main Street, Winkler, Manitoba) Dynacare (425 St. Mary Avenue, Winnipeg, Manitoba) Dynacare (55 Marion Street, Winnipeg, Manitoba) Dynacare (620 Dennis Street, Brandon, Manitoba) Dynacare (622 Main Street, Oakbank, Manitoba) Dynacare (633 Lodge Avenue, Winnipeg, Manitoba) Dynacare (785 Keewatin Street, Winnipeg, Manitoba) Dynacare (790 Sherbrook Street, Winnipeg, Manitoba) Dynacare (D-2211 McPhillips Street, Winnipeg, Manitoba) Dynacare (135 Plaza Drive, Winnipeg, Manitoba)
Kelly MacDonald	BioScision Diagnostics Inc.
Areej Shibani	Harmony Medical Center
Mohammad Abidullah	Wheat City Medical Clinic

Appendices

Appendix A – Other Reporting Entities

Other Reporting Entities (OREs) are accountable to the minister. OREs are directly or indirectly controlled by government as prescribed by the Public Sector Accounting Board.

The following Other Reporting Entities (OREs) form part of the department's consolidated results:

The seven service delivery organizations (SDOs):

1. CancerCare Manitoba

CancerCare Manitoba is the provincially mandated cancer agency and provides clinical services to both children and adults. For more information please visit: CancerCare Manitoba cancercare.mb.ca.

2. Interlake-Eastern Regional Health Authority

Interlake-Eastern Regional Health Authority is responsible for the planning and delivery of health care service to meet the needs of the population they serve. For more information please visit: Interlake-Eastern Regional Health Authority ierha.ca.

3. Northern Regional Health Authority

Northern Regional Health Authority is responsible for the planning and delivery of health care service to meet the needs of the population they serve. For more information please visit: Northern Regional Health Authority northernhealthregion.com.

4. Prairie Mountain Health

Prairie Mountain Health is responsible for the planning and delivery of health care service to meet the needs of the population they serve. For more information please visit: Prairie Mountain Health prairimountainhealth.ca.

5. Shared Health

Shared Health leads the planning and coordination of the integration of patient-centred clinical and preventive health services across Manitoba. The organization also delivers specific province-wide health services and supports centralized administrative and business functions for Manitoba health organizations. For more information please visit: Shared Health sharedhealthmb.ca.

6. Southern Health-Santé Sud

Southern Health-Santé Sud is responsible for the planning and delivery of health care service to meet the needs of the population they serve. For more information please visit: Southern Health-Santé Sud southernhealth.ca.

7. Winnipeg Regional Health Authority

Winnipeg Regional Health Authority (WRHA) is responsible for the planning and delivery of health care service to meet the needs of the population they serve. For more information please visit: Winnipeg Regional Health Authority wrha.mb.ca.

Other agencies funded by the SDOs:

St. Amant

St. Amant is a comprehensive resource for Manitobans with developmental disabilities and autism. For more information please visit: stamant.ca.

Personal Care Homes

Personal Care Homes improve long-term care residents' quality of life by providing them the care and services that encourage them to remain as personally independent as possible.

3885136 Manitoba Association Inc. (operating as Calvary Place Personal Care Home) – For more information please visit: calvaryplacepch.com.

Actionmarguerite (Saint-Boniface) (Saint-Vital) and (St. Joseph) – For more information please visit: actionmarguerite.ca.

Bethania Mennonite Personal Care Home – For more information please visit: bethania.ca Donwood Manor Personal Care Home – For more information please visit: donwoodmanor.org.

Eden Mental Health Centre – For more information please visit: edenhealthcare.ca.

Fred Douglas Personal Care Home – For more information please visit: freddouglas.ca.

Holy Family Home Inc. and Sisters Servants of Mary Immaculate Plant Fund – For more information please visit: holyfamilyhome.mb.ca.

Lions Personal Care Home – For more information please visit: lhc.ca Luther Home Corporation Personal Care Home – For more information please visit: wrha.mb.ca.

Meadowood Manor Personal Care Home – For more information please visit: meadowoodmanor.com.

Menno Home for the Aged Inc. (Personal Care Home 1122 Division) – For more information please visit: southernhealth.ca.

Niverville Heritage Personal Care Home Inc. – For more information please visit: heritagecentre.ca.

Odd Fellows and Rebekahs (Personal Care Homes Inc. Golden Links Lodge) – For more information please visit: goldenlinks.mb.ca.

Park Manor Care Inc. – For more information please visit: parkmanor.ca.

Pembina Place Mennonite Personal Care Home Inc. – For more information please visit: bethania.ca.

Prairie View Lodge – For more information please visit: southernhealth.ca.

Rest Haven Nursing Home – For more information please visit: southernhealth.ca.

Rock Lake Health District – For more information please visit: southernhealth.ca.

Salem Home Inc. – For more information please visit: southernhealth.ca.

Southeast Personal Care Home – For more information please visit: southeastpch.ca.

Tabor Home – For more information please visit: southernhealth.ca.

The Convalescent Home of Winnipeg – For more information please visit: tchw.com.

The Salvation Army Golden West Centennial Lodge – For more information please visit: goldenwestlodge.ca.

The Saul and Claribel Simkin Centre Personal Care Home – For more information please visit: simkincentre.ca.

Villa Youville – For more information please visit: southernhealth.ca.

West Park Manor Personal Care Home – For more information please visit: wrha.mb.ca.

Community Health Agencies

Community Health Agencies serve the needs of the most vulnerable residents and work towards helping our community find its collective footing.

Clinique Youville Clinic – For more information please visit: youville.ca.

Hope Centre Health Care Incorporated – For more information please visit: hopecentrehealthcare.com.

Klinik Incorporated (Operating as Klinik Community Health Centre) – For more information please visit: klinik.mb.ca.

MFL Occupational Health and Safety Centre – For more information please visit: ohcmb.ca.

Main Street Project – For more information please visit: mainstreetproject.ca.

Mount Carmel Clinic – For more information please visit: Aboriginal Health & Wellness Centre mountcarmel.ca.

Nine Circles Community Health Centre – For more information please visit: nynecircles.ca.

NorWest Co-op Community Health Centre – For more information please visit: norwestcoop.ca.

Sexuality Education Resource Centre Manitoba – For more information please visit: serc.mb.ca.

Women's Health Clinic – For more information please visit: womenshealthclinic.org.

Appendix B - Statutory Responsibilities

Any statutes that are not assigned to a particular minister are the responsibility of the Justice minister, as are any amendments to acts. The department of Health, Seniors and Long-Term Care operates under the authority of the following acts of the Continuing Consolidation of the Statutes of Manitoba:

Statutes that are the responsibility of the Health, Seniors and Long-Term Care minister:

- The Anatomy Act (RSM 1987, c. A80)
- The Chiropractic Act (RSM 1987, c. C100)
- The Defibrillator Public Access Act (SM 2011, c. 10)
- The Dental Association Act (RSM 1987, c. D30)
- The Dental Hygienists Act (SM 2005, c. 51)
- The Denturists Act (RSM 1987, c. D35)
- The Elderly and Infirm Persons' Housing Act (RSM 1987, c. E20) [except with respect to elderly persons' housing units as defined in the Act]
- The Emergency Medical Response and Stretcher Transportation Act (SM 1985-86, c. 7)
- The Health Administration Act (RSM 1987, c. H20)
- The District Health and Social Services Act (RSM 1987, c. H26)
- The Health System Governance and Accountability Act (SM 1996, c. 53)
- The Health Care Directives Act (SM 1992, c. 33)
- The Health Sector Bargaining Unit Review Act (SM 2017, c. 25)
- The Health Services Insurance Act (RSM 1987, c. H35)
- The Hearing Aid Act (RSM 1987, c. H38)
- The Human Tissue Gift Act (SM 1987-88, c. 39)
- The Licensed Practical Nurses Act (SM 1999, c. 37)
- The Manitoba Medical Association Dues Act (SM 1994, c. 19)
- The Medical Laboratory Technologists Act (SM 2002, c. 12)
- The Midwifery Act (SM 1997, c. 9)
- The Naturopathic Act (RSM 1987, c. N80)
- The Occupational Therapists Act (SM 2002, c. 17)
- The Occupiers' Liability Act (RSM 1987, c. O8) [section 9.1]
- The Opticians Act (RSM 1987, c. O60)
- The Optometry Act (RSM 1987, c. O70)
- The Personal Health Information Act (SM 1997, c. 51)

- The Pharmaceutical Act (SM 2006, c. 37)
- The Physiotherapists Act (SM 1999, c. 30)
- The Podiatrists Act (SM 2001, c. 36)
- The Prescription Drugs Cost Assistance Act (RSM 1987, c. P115)
- The Private Hospitals Act (RSM 1987, c. P130)
- The Protection for Persons in Care Act (SM 2000, c. 12)
- The Psychologists Registration Act (RSM 1987, c. P190)
- The Public Health Act (SM 2006, c. 14)
- The Radiation Protection Act, SM 2015, c. 41 [This Act is not yet in force. It is to come into force on a date to be fixed by proclamation].
- The Registered Dietitians Act (SM 2002, c. 18)
- The Registered Respiratory Therapists Act (RSM 1987, c. R115)
- The Regulated Health Professions Act (SM 2009, c. 15)
- The Smoking and Vapour Products Control Act (SM 1989-90, c. 41)
- The Reporting of Supports for Child Survivors of Sexual Assault Act (Trained Health Professionals and Evidence Collection Kits), SM 2021, c. 56 [This Act is not yet in force. It is to come into force on a date to be fixed by proclamation].
- The Testing of Bodily Fluids and Disclosure Act (SM 2008, c. 19)
- The Tobacco Damages and Health Care Costs Recovery Act (SM 2006, c. 18)
- The Universal Newborn Hearing Screening Act (SM 2013, c. 15)

In addition, policies specific to departmental programs are documented in the General Manual of Administration and various Manitoba government catalogues and publications.

Glossary

Alignment – The process of enabling all employees to see how their day-to-day actions are consistent with the values of the organization and how living those values is contributing to overall success. Creating alignment ensures employees are working toward the common goal or vision.

Annual Report – Departmental annual reports are a supplement to the public accounts and provide variance explanations and background information to support the public accounts. Annual reports are either released (if the Legislature is not in session) or tabled in the Legislature (if in session) by Sept. 30, following the fiscal year end.

Appropriation – amount voted by the Legislative Assembly approving the maximum amount that may be expended on a specific program or major activity during a fiscal year.

Main Appropriation – the total amount of each resolution passed by the Legislative Assembly as reported in the printed estimates of expenditure.

Sub-Appropriation – the total amounts applicable to the various breakdowns of the main appropriations in the printed estimates of expenditure.

Authority – In the financial tables throughout this report, represents the authorized votes approved by the Legislative Assembly in the Estimates of Expenditure (budget) as well as any changes (if applicable) as a result of government reorganizations, allocations from Enabling Appropriations, or and virement transfers between Main appropriations within the department. For a full reconciliation of the Printed Estimates of Expenditure to the Authority please see the Expense Summary by Appropriation Report in the Report on the Estimates of Expenditure and Supplementary Information.

Baseline – The starting data point for the performance measure.

Borrowings – Borrowings are securities issued in the name of the province to capital markets investors. Securities include debentures, treasury bills, promissory notes, medium-term notes and Manitoba Savings Bonds.

Full-Time Equivalent (FTE) – A measurement for number of positions. Every full-time regular position represents one full-time equivalent position. Other categories (e.g., term, departmental, seasonal, contract) are measured in proportional equivalents, For example, a program with a vote of 1.50 term FTE could hire staff in any combination that results in a total of one-and-one-half years (or 78 weeks) of employment [e.g., 6 staff for 3 months (13 weeks) each; 2 staff for 9 months (39 weeks) each; 1 full-time and 1 half-time staff for 1 year; 3 half-time staff for 1 year; etc.]

Government Reporting Entity (GRE) – Includes core government and Crown organizations, government business entities, and public sector organizations such as regional health authorities, school divisions, universities and colleges.

Grants – Public money provided to an individual, organization or another government to assist in attaining their objectives and for which the government does not receive a good or service.

Guarantees – The province, in the normal course of business, may provide a guarantee to honour the repayment of debt or loans of an organization, primarily GBEs. Such a guarantee is provided on the Manitoba Hydro Savings Bonds.

Interfund Activity – Public Sector Accounting Standards adjustments including Health and Education Levy and Employee Pension and Other Contributions, attributed to the entire department.

Key Initiatives – These are the specific programs, activities, projects or actions an organization will undertake to meet performance targets. Initiatives are often projects or events that aim to improve a process or an outcome in one of the four perspectives.

Mission – A mission statement defines the core purpose of the organization — why it exists and reflects employees’ motivations for engaging in the organization’s work. Effective missions are inspiring, long-term in nature, and easily understood and communicated.

Objective – The objective is a concise statement describing the specific things an organization must do well to execute its strategy. Objectives often begin with an action verb such as increase, foster, reduce and improve.

Other Reporting Entity (ORE) – Reporting organizations in the GRE such as Crown corporations, government agencies, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges that are directly or indirectly controlled by the government, as prescribed by Public Sector Accounting Board – excludes core government.

Performance Measure – A measure is a standard used to evaluate and communicate performance against expected results. Measures are normally quantitative in nature, capturing numbers, dollars, percentages, and so on. Reporting and monitoring measures helps an organization gauge progress toward effective implementation of strategy.

Special Operating Agencies (SOAs) – Service operations within departments granted more direct responsibility for results and increased management flexibility needed to reach new levels of performance. SOAs embrace market disciplines of the private sector while adhering to the public policy imperatives of government. Annual business plans define financial goals and performance targets. SOAs have the ability to raise capital outside of the Consolidated Fund.

Strategy – This represents the broad priorities adopted by an organization in recognition of its operating environment and pursuit of its mission. All performance objectives and measures should align with the organization’s mandate and strategy.

Target – The target presents the desired result of a performance measure. They provide organizations with feedback about performance.

Values – Values represent the deeply-held beliefs of the organization, which are demonstrated through the day-to-day behaviours of all employees. An organization’s values make an open proclamation about how it expects everyone to behave. Values should endure over the long-term and provide a constant source of strength for an organization.

Virement – Refers to a transfer of authority between operating expenditure appropriations within a department.

Vision – A powerful vision provides everyone in the organization with a shared mental framework that helps give form to the future that lies ahead. This statement should contain a concrete picture of the desired state and provide the basis for formulating strategies and objectives. The vision serves as the guiding statement for the work being done. It should answer why the work being done is important.